

WORKING CONDITIONS AND EMPLOYEE SERVICES

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EDITORIAL NOTE

This Broadsheet, like all others published in this series, has received the approval of the Institute of Personnel Management. The authors have sought to present a general picture of enlightened industrial practice, and their views do not therefore reflect the policy of any one particular organization.

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CONTENTS

Page

INTRODUCTION	5
CONDITIONS WITHIN THE FACTORY	12
The Workshop	12
Accident Prevention	17
Factory Amenities	21
HEALTH SERVICES	31
CONDITIONS OUTSIDE THE FACTORY	34
THE ECONOMIC SECURITY OF THE EMPLOYEE	37
SOCIAL AND RECREATIONAL FACILITIES	46
EMPLOYEE INFORMATION AND ADVISORY SERVICE	49
APPENDICES	52

WORKING CONDITIONS AND EMPLOYEE SERVICES

INTRODUCTION

The aim of this Broadsheet is to present in broad outline a picture of the kind of working conditions and employee services which are now accepted as good industrial practice. At the same time, the underlying principles are re-stated in the hope that they may guide employers, practising personnel officers, and other executives who are concerned with the well-being of persons employed in industry.

Our subject is known throughout industry as "welfare", but in many respects the word is outmoded. While to some people it will undoubtedly suggest certain modern personnel practices, to many it will bring to mind an earlier period of industrial history. It may, for example, conjure up the picture of sincere, high principled men and women whose mission it used to be to bring a little comfort to the masses of industrial workers, the majority of whom were underpaid and ill fed, working in dingy, foetid workshops by day, returning to overcrowded slums at night. That was "welfare" as Dickens knew it. Or again, it may suggest the paternalistic conception characteristic of early twentieth century welfare, reflecting the ideas of the "good" employer with a growing social conscience and an increasing sense of responsibility for the well-being of "his" employees.

There is yet another reason why the term "welfare" may suggest outworn ideas. The introduction of welfare departments during and after the 1914-18 war was not always accompanied by a full recognition by management of the right of workpeople to organize and express their points of view through elected representatives; consequently the word itself may, even to-day, give rise to suspicions. However, these old implications have almost entirely passed away and out of them has evolved a broader conception in keeping with our modern industrial society: a conception that welfare is an important division of the personnel function of management, which seeks to do its job within the framework of recognized machinery for employer-employee consultation and negotiation. One result of this evolution is that many employee

amenities which were regarded as luxuries of the large and wealthy companies before the war, have now become an accepted part of industrial organization. Nevertheless it has to be admitted that the great extension of medical, canteen and other welfare services which took place in war factories during the recent war years was very largely due to legislation—the Factories (Canteens), and the Factories (Medical and Welfare Services), Orders.

This broadsheet is not primarily written for those companies which have evolved a fully developed personnel policy, since there the importance of welfare as a part of personnel management will already have been recognized. It is written more especially for companies which are developing organized schemes for the supervision of working conditions and the provision of amenities and services for employees. It is also written for those men and women who are intending to train for personnel management and who consequently want to know the content of this branch of the work.

General Principles

The first welfare responsibility of management is to ensure that the requirements of the Factories Acts, Truck Acts, National Insurance legislation and other statutory provisions relating to conditions of work are completely satisfied. This may sound elementary but it is a fact, as Dame Anne Loughlin, a past president of the Trades Union Congress, stated at the 1943 Oxford Management Conference, that “management’s response to legislation has often been careless and callous in the past ; even the Factories Acts themselves, the outcome of an awakened public conscience, were not [pre-war], and are not carried out in the spirit and letter of their intention”.

But legislation cannot provide for all the services and amenities that are desirable because of the great variety of circumstances affecting different industries ; it can impose only those minimum requirements which are applicable to the whole of industry. The second principle is, therefore, to provide such additional amenities and higher standards of working conditions as may be necessary in any particular undertaking to ensure that the health and well-being of employees is adequately safeguarded.

Third, it is a fundamental principle that employees should have the right to elect representatives who, jointly with the management, share the responsibility of administering services which are run for their benefit. Even to-day there are committees composed

only of management representatives administering funds to which workpeople have subscribed. Both in the administration of funds and in the running of social or recreational schemes, management should want to recognize the interests of the employees and obtain decisions which are the result of joint representation round the committee table.

Fourth, should employee services extend outside the factory gates? Trade unionists and most workpeople resent anything which suggests a control by employers over their private lives, and it is questionable whether any worker should be dependent on a firm for both his livelihood and his home—even where there are obvious financial advantages. This view does, of course, need qualifying to the extent that circumstances alter cases, and housing and recreation have to be provided for employees working away from their homes and in factories situated some distances from centres of community life. During the war the hostels provided in many Royal Ordnance Factories were a notable illustration of this exception, and the provision of facilities covering entertainment, handicrafts, library and rest rooms set a standard which has influenced many thousands of men and women. It is, of course, right that employers should be interested in what employees do outside working hours, but they should make no attempt to organize lives outside the factory; rather should they provide conditions which enable the individual to develop his own ideas and live his own life among friends of his own choosing.

Scope and Administration of Employee Services

The extent and nature of the services to be provided in any company depend on a number of facts, the chief of which are the size of the undertaking, geographical location, the type of industry and the profitability of the business. The principles already stated apply to any company no matter how few or how many persons are employed, but administrative problems tend to increase with the size of the undertaking.

(a) **SCOPE.** In the small unit employing less than a hundred people there are basically the same needs felt by the employees as in the larger undertaking—needs which are not catered for even by full compliance with the law. The owner of the business can without difficulty know personally all the people he employs and by personal contact can learn what services are needed for their contentment and well being. No specialist is required in such an

organization and no elaborate procedures or representative committees may be necessary. The owner himself is responsible for that part of the management function which has to do with human relations, and he should be able to ensure that the services and amenities are provided which will enable each individual employee to give of his best.

The point at which a company may be said to have reached a size (judged in terms of personnel) where the owner can no longer adequately maintain personal contacts and directly supervise the conditions of work and amenities must necessarily be arbitrary. The Factories (Medical and Welfare Services) Order of 1940 empowered the Factory Inspector to direct the occupier of any factory engaged on work on behalf of the Crown to appoint specialist staff for health and welfare supervision. Such appointments are often made in factories employing less than 250 persons, but as a general rule one may say that when an undertaking reaches the size of 250 or more employees, the appointment of a specially trained person becomes justified and necessary.

Finally, when the number of employees exceeds 500 it has increasingly become the practice in industry for the wider aspects of personnel management, which include in addition to health and welfare, recruitment, selection, training and education, remuneration and joint consultation, to be centralized in a personnel department. But owing to the great variety of British industry, both in regard to the size and structure of individual companies, and the conditions affecting different industries, corresponding variations necessarily exist in the methods of allocating responsibility for these functions and in the titles given to specialist staff. In general, however, the number of functions delegated to a centralized department tends to increase with the size of the company. In the smaller companies a specialist is often appointed to deal solely with the health and welfare division, the owner of the business or the chief executive taking direct responsibility for all others ; in the medium-sized companies, while some direct personnel duties are often retained by the chief executive, the personnel officer has increased and more varied responsibilities, and may have additional trained staff to assist him ; and in the large companies the personnel department usually has a group of trained staff directed by a chief personnel officer who reports to the managing director, each member of the department having responsibility either for one or more special functions, or for a range of functions within a specified section of the factory.

This diversity of practice is reflected in the many different

titles which personnel officers hold, e.g. employment manager, labour officer, welfare supervisor, etc., and which do not always accurately describe their functions. For the sake of clarity we shall use the term "personnel officer" throughout this broadsheet when we are referring to the official of a company who is responsible for the working conditions and employee services aspect of personnel management; and we shall use the term "chief personnel officer" with reference to the official (whether he be a specialist officer or the actual head of the business) responsible for implementing the company's personnel policy as a whole.

The other factors determining the scope and extent of the services required—the type of industry and its location, and the profitability of the business, may be more briefly discussed.

A factory in a rural area, or a transport undertaking will have problems of transport, feeding, recreation and possibly housing, that are more difficult to solve than those of the large city factory; a factory situated in an old established industrial centre will be more likely to have problems resulting from bad social conditions, and a factory engaged in a dangerous trade will have to face special problems of safety and health. All these factors have a bearing on both the kind of services required, and the qualifications and experience required of the personnel officer responsible for them.

The last of the factors referred to—the profitability of the business—is often the alibi used to explain the absence of welfare facilities or employee services. Every business must make a profit, but, just as the statutory requirements have to be observed in all companies regardless of their effects on profits, so the essential services that are needed to supplement the legal requirements should be a first claim on any business. Of course, the profitability of a business limits and even determines the extent to which certain services can be provided, but it can never be an excuse for adopting a negative attitude towards the needs which exist. A canteen can pay for itself, apart from capital outlay; a contributory holiday fund may serve a useful purpose, even if there is no company financial contribution. Thus, by making the best use of what is available in the factory and what can be provided, and through intelligent co-operation with public authorities in the use of existing facilities, the needs of workpeople can be met, at least in part, and their satisfaction is not therefore wholly dependent on the finances of the company.

(b) ADMINISTRATION. The importance which workpeople attach to amenities and services provided on their behalf is gauged

by the importance which the heads of the business attach to the initiation of new policy. All policy which affects the day-to-day lives of men and women working in the shops must spring from the head of the business, and it follows, therefore, that the executive who is responsible for putting such policy into effect must have access to him. The personnel officer who works from an office "round the corner out of sight" and reports to a third party not primarily concerned with or interested in this aspect of policy, is certain to achieve little success.

There are people who argue that the status of an individual is relatively unimportant; that men and women find their own level, and that status in the management hierarchy cannot therefore be "given" but has to be "earned". This is a partial truth. The importance of a job will soon diminish if the person holding that job is inadequately trained, incompetent, or unable through lack of the right personal qualities to win the respect of colleagues which his position demands. On the other hand, even an excellent executive cannot work effectively if he is prevented from approaching higher management to advise in the formulation of policy, and lacks the necessary authority for carrying out policy once it is determined. Not only will other managerial staff pay little regard to schemes which they do not associate with higher management policy, but the workpeople, even though they may trust the individual concerned, will regard with suspicion the initiation of schemes which do not come from the top, and will despair and grow restive at the prospect of their point of view being "tailed off" at some middle point in the management structure.

Once we assume the right choice of individual for the job and the correct status of the personnel officer, policy must carry the full authority of the head of the business. The question of initiation then becomes the final hurdle to be surmounted and the manner in which the policy is put into operation will always determine the degree of success or failure which eventually results. It is elementary psychology that workpeople's reaction to policy which affects them adversely is more understanding if they feel they have been informed and consulted about it before it passes on to the statute book. It is just as true when the outcome of a new measure reacts to their advantage. Some managements make the mistake of thinking that measures adopted which are for the benefit of workers do not necessitate consultation. Yet "something for nothing" can be regarded with suspicion, and real benefits meet with little enthusiasm because of the patronizing

way in which they were given. Management expects assistance from the representatives of workpeople when announcing decisions which are likely to meet with resistance, e.g. redundancy, holiday rotas, or shift work ; but if representatives are to be expected to co-operate with management in explaining these decisions to their constituents, the representatives should have an equal opportunity of bearing good news.

It is a responsibility of the chief personnel officer to see that joint consultation is effective ; in the employee services division the principle of successful consultation is of great importance, not only in the initiation of schemes, but in their subsequent development. It is the safeguard against paternalism, and the means by which the workpeople can gain a greater knowledge of and play a fuller part in the administration of company policy which affects their working lives.

Finally, there is the problem of publicity. All the decisions of sub-committees and of the main consultative body must get right through to the individual man or woman in the shop. The members of the committee should be the regular agents for carrying information to their colleagues. But also, summaries of meetings posted on notice boards in addition to minutes sent to the committee members, loud speakers, works magazines, and very occasionally pay packets have been found successful publicity methods in industry. The right method or methods to be used depend on what information is being conveyed and readers would do well to attach importance to this problem* to which too little attention is given in industry.

* See *Sharing Information with Employees*, by Alexander Heron. Stanford University Press, California, 1943.

CONDITIONS WITHIN THE FACTORY

THE WORKSHOP

It is a primary concern of management to ensure that the environment within which the employee spends most of his working day is such that he can do his job efficiently, in reasonable comfort, and in conditions which are not harmful to health. Good cloak-rooms, canteens, rest rooms, recreational facilities, etc., all have their proper place in the general scheme of factory amenities ; but if management's attention is concentrated on these things while the workshop is neglected, the effort expended will produce a poor return in terms of the employees' contentment and well-being.

In practice, the effects upon the employee of his physical environment cannot be isolated from those of many other factors in the work situation* which it would be inappropriate to discuss in this context. But brief mention should be made of two which, although not strictly within our terms of reference, are closely linked with physical factors in the causation of industrial fatigue—hours of work and work methods and lay-outs.

During the last 30 years a number of studies have been made by industrial research workers of the relationship between hours of work and fatigue, health, accidents and efficiency. These researches have been concerned not only with the length of the working week, but also with the length of the working day and the work-spell, rest pauses and shift work. The published findings, a selection of which is given in Appendix II A, show that the working of long hours over extended periods has an adverse effect upon health and output, and upon absentee and accident rates, and management to-day is becoming increasingly aware of the need to take hours of work into account when considering the efficiency and well-being of the employee.

Human beings are capable of performing a great variety of muscular tasks, and this power of physical adaptation is so taken for granted that industrial workers are often called upon to exercise it to a degree which results in the early onset of fatigue, low efficiency and even impaired health. However, the application of the sciences of physiology and psychology to industry in recent years has shown that the well-being and efficiency of the worker are greatly increased

* See *Management and the Worker*, by Roethlisberger and Dickson, Harvard University Press, 1941, especially Part I : " Working Conditions and Employee Efficiency ".

where methods of work, job layouts and working equipment are designed so as to eliminate unnecessary effort or movements. Although some firms employ highly specialized motion-study techniques for this purpose, great improvements can be made by the common-sense application of the general principles of motion economy; and in any factory effort expended to ensure that the working methods, the job layouts, the benches and machines, the seating and other working equipment are satisfactory from the point of view of motion economy and the comfort of the worker, will be amply repaid in terms of contentment and improved efficiency. Readers are referred to Appendix II A for sources of detailed information on this subject.

The Physical Environment

CLEANLINESS

Cleanliness is the essential prerequisite of healthy working conditions. This may seem too obvious to mention, especially to those readers connected with industries where cleanliness is important in production. But it is of no less importance, from the point of view of the health of employees, in those industries where, owing to the nature of the process, a high standard of cleanliness in the workshops is more difficult to attain; and where, too often, workpeople, foremen, and even higher management accept dirty and depressing conditions as inevitable. It is a duty of management to see that the highest possible standards are laid down and maintained, and that an adequate cleaning staff is available and effectively employed. The personnel officer should make regular inspections of every part of the factory, and encourage both supervisors and workpeople to co-operate in maintaining clean conditions.

TEMPERATURE AND VENTILATION

Inadequate ventilation and temperatures which are too high or too low cause physical discomfort and impair health and efficiency. In order to determine whether any improvements are needed the personnel officer should study the atmospheric conditions in the various workshops at different times during the day (or night), thoroughly investigate any complaints made by employees, and examine trends in sickness and accident rates in conjunction with the information gained from direct observation.

One of the difficulties he will have to face is that no definite standard is available to guide him, because different atmospheric conditions are required in different circumstances depending on the nature of the work and the amount of physical effort required to perform it. However, the Factory Department of the Ministry of Labour* recommends that the atmosphere of a workshop should be :

- “(a) Cool rather than hot ;
- (b) dry rather than damp ;
- (c) diverse in its temperature in different parts at different times rather than uniform and monotonous ;
- (d) moving rather than still.”

And the Industrial Health Research Board† suggest that, for sedentary work, a temperature of 65 degrees F., and for most classes of light work, temperatures ranging from 60 to 68 degrees F. are usually satisfactory.

The second problem is that of discovering the cause of bad atmospheric conditions where they exist. They may be due to inadequate heating or ventilating systems, unsuitable buildings, inefficient methods of extracting dust or fumes, or a combination of these and possibly other causes as well. Unless noxious fumes or dusts are allowed to escape, the chemical constitution of the atmosphere is unlikely to be the cause of the trouble. When people say “there is no air in this room” they are expressing a state of physical discomfort which arises when the rate of heat loss from the body is insufficient, and this is usually caused by lack of air movement, or a damp or too warm atmosphere ; and these conditions may still be present even where a volume of fresh air several times greater than the volume of the room is being drawn in and out every hour by mechanical means, if the air currents do not reach every part of the workshop.

It is, of course, a responsibility of the personnel officer to find out what improvements are required in the heating and ventilation of the factory, and to make recommendations to the management. But the advice of a competent engineer should be sought when planning alterations or new installations, because schemes devised by persons with insufficient knowledge or experience of the problems involved, are not likely to yield good results.

The building of a new factory or extension provides an opportunity for management to ensure that the design, both of the

* Welfare Pamphlet No. 5. See Appendix II B.

† Pamphlet No. 1. See Appendix II B.

buildings themselves and of their heating and ventilating system, is such that healthy and reasonably comfortable atmospheric conditions can be maintained in winter and summer. Of course, in certain circumstances it may be quite impossible to achieve ideal conditions, as, for example, in a foundry or a mine, but it is just where the technical difficulties are exceptional that the need for thorough examination of heating and ventilating problems is greatest, if the best conditions that are practicable are to be obtained. This is equally true of improvements to conditions in existing buildings where the structure of the building rather than the nature of the process is the main problem; for instance, a single storey building with a large area of outside wall tends to be too hot in summer, while in winter it may be too cold despite a high consumption of fuel for heating; or again, the plan of the workshops and the number, size and position of windows and doorways may cause the atmosphere to be too warm or stagnant in parts and too cold or draughty in others. Such problems as these can be wholly or partly overcome if careful consideration is given to them. The measures that may be required range from the installation of air conditioning plants or major structural alterations, to simple measures such as insulation of roofs and walls, screening of doorways, or alterations in the number or position of heating units. The simple methods are by no means always the least effective, and an engineer experienced in heating and ventilating will be able to suggest the most suitable steps to take in the particular circumstances.

LIGHTING

The urgency for production during the war years raised the whole conception of what constitutes a good standard of lighting in industry.

Many factors are involved in the determination of standards. The colour, distribution and direction of the light, and the reflection from interior surfaces must be considered in relation to the type of work and the optimum set of conditions varies according to circumstances. Nevertheless, there are certain principles and practices of industrial lighting which are universally applicable. These are concerned with the general illumination of the workshop and the factory as a whole, and the specific illumination of each working point.

The general illumination must be of adequate intensity, so distributed as to avoid glare and sharp contrasts of light and shadow, and to give a general effect which is bright and cheerful. To achieve this, maximum use should be made of natural daylight. However good an artificial lighting system may be, the effect of working all day without sight of daylight is depressing—particularly during the winter when the employee travels to and from work during the hours of darkness. But since few factories are able to rely solely on natural light even during the day, it is desirable to install a daylight type of artificial lighting wherever possible, as a mixture of daylight with a yellow artificial light is liable to cause eye strain. Fluorescent lighting has come into common use in industry ; in colour it is barely distinguishable from natural daylight ; it is technically efficient, and it produces a diffused illumination of high intensity relative to the brightness of its source, so that direct and indirect glare and deep shadows can be eliminated provided the lighting fixtures are correctly placed.

Both the technical efficiency and the general effect of a lighting system depend to a great extent upon the colour of interior surfaces. If these are dark, or the colour scheme is unsuitable, the workshop will have a gloomy or unpleasing appearance even if it is otherwise well-lit. On the other hand, experiments which have been made in a number of factories show that a pleasing and stimulating effect can be produced if not only the walls and ceilings but also the plant and machinery are painted in a well chosen colour scheme. This aspect of industrial lighting deserves greater attention than it has received in the past.

Finally, lighting equipment and interior surfaces of the workshop must be kept clean if the lighting system is to be efficient ; dirty windows, walls and light fittings cause a great loss of illumination which can be prevented by making provision for their regular cleaning in the factory maintenance routine.

The specific illumination of each working point should be so arranged that the light is directed upon the *work*, and that neither the light source nor the reflection of it from a bright surface is in the worker's line of vision. The intensity of the light should be sufficient to enable the worker easily to see all that he is doing. These conditions can often be met by a good system of general lighting, but where additional local lighting is necessary, the individual lamps should be adjustable and fitted with deep reflectors to prevent glare. It is important, too, that the colour of local lighting should harmonize with the general lighting of the workshop ;

and that a frosted lamp or screen should be fitted to diffuse the light where there are bright surfaces liable to cause reflected glare.

Industrial lighting problems, like those of heating and ventilation, demand for their solution close collaboration between those concerned with the human and the engineering aspects.

ACCIDENT PREVENTION

General Principles

Accidents cost industry millions of man-hours every year, and the loss borne by the community in consequence is enormous, both in terms of wealth and of human suffering. This loss is all the more serious because most accidents are preventable.

Although certain industries carry a higher accident risk than the average, a large proportion of the total number of accidents which occur result from risks which are common to industry as a whole.* This is not always appreciated, particularly in the smaller companies and in those industries where spectacular accidents are comparatively rare. Accident prevention should be a vital concern to the management of every industrial undertaking.

Experience has shown that where a negative attitude is adopted at the top ("we provide the guards required by the Factory Inspector, and we cannot do any more than that"), supervisors and workpeople tend to be indifferent to their responsibilities for accident prevention. If accidents are to be reduced to a minimum, it should be made known to every employee within the company that it is the policy of management (a) to regard adequate preventive measures as essential to the efficient working of the factory, and (b) to recognize that both management and employees have responsibilities to fulfil in making these measures effective.

It follows that management is responsible for :

1. Removing all avoidable risks which may exist in the working environment.
2. Instructing employees in safe methods of working and in the correct use of safety devices.

Both these aspects of accident prevention are inseparable. Safe working conditions cannot be maintained unless employees understand the need for them, and instruction will be regarded by the employees as mere "eyewash" unless management takes prompt and effective action to remove physical risks.

* See Annual Report of the Chief Inspector of Factories for 1947, p. 19, Figure 6 (Percentages of accidents each year due to some of the main causes).

The Physical Conditions of Safety

It goes without saying that the safety provisions of the Factories Acts must be scrupulously observed—in the spirit as well as in the letter. The needs of production and those of safety do not conflict in the long run, and although difficult technical problems sometimes occur, they can usually be solved in collaboration with the Factory Inspector. It is as well to obtain his advice on the safety aspects of new processes or jobs before going into production, to ensure that adequate precautions are taken at the outset ; if this is not done, costly or technically difficult alterations may have to be made later.

Many of the factors in the working environment which have a bearing on accident risks are not covered in detail by legislation ; and every factory has its own individual problems which can only be solved by those on the spot who have full knowledge of the circumstances. However, the following principles for the avoidance of risks may prove helpful :

1. Workshop layouts should be designed to ensure (a) that the location of machines and work-places is such that there is adequate working space and no unnecessary traffic of goods or persons about the shop ; (b) that gangways are wide enough for the type of goods and means of transport in use, and that they are clearly marked out and kept free from obstructions ; and (c) that specified areas and suitable fixtures (where appropriate) are available for stacking goods or materials and that stacks are securely built.

2. Floor surfaces should be of a kind that is both hard-wearing and easily cleaned (having regard to the type of process), and has non-slip properties ; they should be kept in a good state of repair since irregularities are a frequent cause of tripping.

3. All tools and equipment should be kept in good condition ; any worn or defective should be either promptly removed from the workshop for scrap or repair, or roped off and clearly marked “ not to be used ”.

4. Passages and stairways should be adequately lit and kept free from obstructions.

5. A good standard of tidiness should be maintained throughout the factory, and to make this possible, suitable means of storing tools, equipment and employees' personal possessions should be provided ; an untidy factory increases the risk of accidents.

Physical hazards cannot be entirely eliminated from all industrial processes, and in many cases additional precautions in the form

of protective clothing are required. It is a good principle to avoid the use of special clothing if some other means of protection can be devised, but where protective clothing is necessary, it is advisable to consult either the Factory Inspector or the Royal Society for the Prevention of Accidents in order to ensure that a really suitable type is obtained. Clothing or equipment which is essential for the health and safety of the employee should be issued to him free of charge.

Although protective overalls are required for certain types of work, in general, overalls are not regarded as protective clothing. It is a recognized industrial practice for both men and women to wear them on production work, and many companies make this a condition of employment. Where there is power machinery the wearing of suitable overalls is strongly recommended, as clothing with loose ends or gathers is a source of danger. It is a good plan for the company to supply overalls of suitable design to employees at cost price, arranging for payments to be made by instalments deducted from wages. The employee's written authority must first be obtained in order to comply with the Truck Acts.

The problem of caps for women on machine work is a very old one. Many becoming designs have been produced in recent years, but few women will wear them correctly. Although a correctly worn cap can sometimes prevent a scalping accident, adequate fencing is the only certain method of protection on machines where there is a risk of hair entanglement.

Education

The effectiveness of all these preventive measures must depend to a large extent on the degree of co-operation given by supervisors and workpeople. But active co-operation will seldom be offered to a controlling group (e.g. a government or a factory management) by the people subject to their control (the citizen, or the employee) unless the former (a) *invite* co-operation, (b) *inform* those concerned *how* they can co-operate, and (c) *respond* to co-operation when it is forthcoming. Education in accident prevention should therefore be approached from this angle, rather than by issuing a number of safety rules, and the Chief Inspector of Factories, in his report for 1943 stressed this point : " It is . . . a misdirection of energy for a safety organization to start by an attempt to make the worker 'accident conscious' by methods akin to high pressure salesmanship. Even worse are those safety organizations, unfortunately not unknown, whose main activity, apparently, is to emit a network of

rules which few workers can remember, let alone obey ; and whose main purpose seems to be to say that the worker was breaking a rule whenever an accident happens.”

In the case of the employee new to industry, the educational process should begin immediately he enters the factory and continue throughout his training; and where the new worker is experienced in the class of work for which he has been engaged, the safe method of doing the job and going about his work generally, can still be taught by the foreman as a part of the normal process of introduction to the routine of the factory. Special safety films, and talks, possibly with the aid of lantern slides or synchrophone, are also very useful means of explaining the essentials of accident prevention to new employees.

The education of existing employees should be so organized that they are able to participate actively in the whole accident prevention scheme, and perhaps the best method of providing for this participation is through joint consultation. An accident prevention committee can be set up either as a sub-committee of a works council or joint production committee or, in the absence of a main consultative body, as an *ad hoc* committee.

Of course, an accident prevention committee is not the only effective means of imparting knowledge about accident prevention and enlisting the co-operation of employees. Posters, leaflets, films and periodical bulletins are all useful, but their effect is much greater if they are linked up with the activities of a really live joint committee.

Records and Statistics

Accurate records and statistics are essential in order to assess the effectiveness of existing safety measures and to determine what improvements or further measures are required. They should provide management with reliable answers to the following questions:

1. How frequently do accidents happen ?
2. How serious are they ?
3. How, when, where and to whom do they happen ?

The first step in preparing records and statistics is to obtain all the facts about every accident which occurs. This calls for a thorough investigation on the spot by the foreman, the safety officer and the accident committee representative concerned. The relevant information should then be recorded in the employee's personal record, so that each individual's "accident history"

is known. Information on recommended methods of compiling accident statistics will be found in Appendix III ; international standards have been laid down for determining the accident frequency rate (number of lost-time accidents per 100,000 man-hours worked) and the severity rate (the number of man-hours lost through accidents per 100,000 man-hours worked). For the purpose of calculating these rates, a lost-time accident is one causing loss of time beyond the day or shift in which it occurred, and man-hours include all overtime. The use of these standard indices is strongly recommended, as it facilitates comparison between companies and between different industries.

Administration

Many of the larger companies appoint a safety officer to administer the accident prevention organization. He is responsible for all aspects of the work, but collaborates closely with the supervisory staff and the personnel officer. In the absence of a safety officer, the organization is usually administered jointly by the company's chief engineer and the personnel officer, the former dealing with all technical matters and the latter undertaking responsibility for ensuring compliance with the Factories Acts, for developing and supervising the educational activities and for compiling and maintaining accident statistics.

Perhaps the best way of summarizing the essentials of accident prevention is to quote a statement made by the Chief Inspector of Factories in his Report for 1943 :

“ there are three stages, in fact, in preventing accidents :

- (i) find out your facts—*where* do accidents happen ? (To answer this requires proper statistics.) *How* do they happen ? (This means careful investigation) ;
- (ii) make sure that processes and equipment are as safe as they can be ;
- (iii) educate the worker, and especially the newcomer, in proper methods.

The value of the third stage depends completely on the adequacy of the first two.”

FACTORY AMENITIES

At the beginning of the preceding section we stressed that the development of welfare facilities *outside* the workshops can do little to increase the contentment and well-being of employees,

unless adequate measures are also taken to make conditions *inside* the workshops as safe, as healthy and as pleasant as possible. This does not mean, however, that other aspects of the working environment are of less importance in themselves, and it is the aim of this section first to describe the additional amenities required in the factory for the health and comfort of employees and, second, to give information which may help managements to determine what provisions are necessary in a particular company.

Sanitary and Washing Facilities

Although excellent sanitary and washing facilities are provided in many of the large factories, in the smaller ones they are all too often inadequate and badly maintained. On the other hand, it must be admitted that they are sometimes subjected to a certain amount of hard treatment by employees, particularly by men. But this certainly does not relieve managements of their obligation to install and maintain in good condition adequate sanitary and washing facilities of an equally high standard for both men and women. There is bound to be heavy wear-and-tear on amenities used daily by large numbers of people, but the remedies for actual misuse are effective supervision, and the education of employees—matters which will be discussed later in this section.

Some suggestions as to the extent and type of facilities required are given below :

1. AMOUNT OF ACCOMMODATION. One sanitary convenience to every 25, and one wash basin (or alternatively 2 ft. of trough) to every 10 or 12 employees of each sex is recommended. Probable future changes in the numbers employed should of course be taken into account when planning extensions or improvements.

2. LOCATION. Where large numbers are employed, or where buildings are dispersed over a wide area, there should be toilet units located in different parts of the works. In medium-sized and small companies, however, one central unit for each sex is usually a more satisfactory arrangement as it facilitates cleaning and supervision. Sanitary and washing facilities should be built as a combined unit, but it is also desirable (and may be essential) to provide additional wash-basins in the workshops, e.g. in a food factory, or a plating shop.

3. CONSTRUCTION. Here, the essential requirements are good ventilation, wall surfaces that are washable, and well drained floors that will stand the wear-and-tear of hard daily scrubbing. For walls and partitions, glazed tiles are the best form of surface ; and for floors, non-slip tiles, or a non-porous stone surface. Rounded corners are recommended for easy cleaning.

4. EQUIPMENT. Lavatories should each have an individual flushing mechanism—an automatic plumbing system which flushes a set of lavatories simultaneously at fixed intervals is most unsatisfactory. Cistern feeds should be fast enough to make very frequent flushing possible. Where the pressure in the main supply pipe is not strong enough quickly to refill a number of separate cisterns in constant use, the difficulty can often be overcome by installing a single cistern supplied direct from the main. This type of cistern, which is fitted across the top of the partitions and covers a whole set of lavatories, makes very efficient use of the available water supply, and provided there is good pressure in the main, will never become completely empty.

Toilet paper holders, which should of course be fitted in each lavatory, should be a durable type, designed to prevent wastage of paper ; the enclosed box containing interleaved paper is, perhaps, the most practical. In the women's sections, a supply of sanitary towels, and covered bins or an incinerator for their disposal, are also required.

The wash-rooms may be equipped with either standard lavatory basins fitted with hot and cold taps, or troughs fitted with sprays operated by foot pedals. The modern oblong or circular types of trough are particularly suitable for factories as each user washes in clean running water, the temperature of which is controlled by thermostat. Washing equipment should be installed away from the walls (e.g. a double row of basins or oblong troughs, fitted back to back) as this reduces congestion in the washrooms to a minimum. The following equipment is also required :

- (a) *Soap*—solid, liquid, or one of the new detergents.
- (b) *Clean towels*—the continuous towel machine is recommended as a clean strip can be pulled out by each user ; paper towels are a satisfactory alternative from the hygienic point of view, as are also hot-air dryers, although both these are unsuitable for the face ; roller towels should be avoided unless no other type is available, as they may cause the spread of skin infections.

- (c) *Drinking water*, supplied through drinking fountains ; it is also desirable to install these in the workshops except where there is a risk of contamination by toxic substances.
- (d) *A mirror and shelf*, which should be fitted away from the wash-basins so that a different set of people can use the mirror and basins at the same time.

Cloakrooms

Except in very big factories, one central cloakroom for each sex situated near the factory entrance is more convenient and economical than a number of smaller ones. The provision of clothing accommodation in the workshops is, on the whole, undesirable, as clothing tends to get soiled and dusty, while enclosed cupboards designed to prevent this do not provide enough ventilation ; it also complicates the work of supervision. The cloakrooms should provide employees with adequate protection against the loss or theft of their property, and it is advisable to keep them locked during working hours and to have an attendant on duty in each one during open periods, i.e. before starting time, after finishing time, and during meal-breaks. Employees should have access to their personal property during working hours on application to the chief attendant. (See *Supervision and Maintenance*, below.)

With regard to the construction and equipment of cloakrooms, in the first place good heating, ventilation and lighting are essential. Secondly, they should be spacious enough for employees to change in comfort, and thirdly they should be fitted with suitable equipment for storing outdoor and working clothes (including hats, shoes, handbags, etc.), and for drying wet clothing.

Many types of cloakroom equipment have been produced. In any particular factory cost, available space, etc., will determine what is most suitable, but the following information and suggestions may be helpful.

1. All equipment should be made of materials which do not encourage vermin ; non-corrosive metal is more suitable than wood for this purpose.

2. Each employee should have an individual locker, hanger or peg. These should be numbered, and the employee's own number entered on his personal record card. By this means a check can easily be kept on the cloakroom capacity available and/or additional capacity required.

3. Wardrobe lockers or fixed hanging frames are much better than pegs. Lockers provide the maximum protection against

loss ; but they take up space, and keys are liable to be lost and locks broken. They need to be well ventilated, deep enough to take a coat hanger and fitted with a shelf for hats, etc. A grating or wire floor is desirable so that dirt can drop through and wet clothing can dry inside the locker by means of hot pipes running beneath. Fixed hanging frames combined with a wire basket for shoes, etc., and a hook for hats have much to commend them. They do not collect dirt, and the clothing keeps well aired and dries quickly if there are hot pipes below ; but they require more careful supervision against the risk of pilfering than enclosed lockers. If ordinary pegs are provided, shoe racks are also needed.

4. Clothing fixtures should be installed in double rows with gangways between (either parallel with the length of the room, or radiating outwards from its centre according to its shape) rather than round the walls, in the interests of hygiene and economy of space. Fixtures and hot pipes should be fitted above floor level so that the part underneath can be easily cleaned.

5. Although separate drying rooms are provided in some factories, an efficient heating and ventilating system in the cloakroom itself is usually adequate for this purpose, unless there are special needs arising from the character of the industry.

6. A low seat in the cloakroom for use when changing shoes is desirable.

Further information on sanitary and cloakroom facilities may be obtained from the sources listed in Appendix IV.

Supervision and Maintenance

The best designed and equipped amenities will deteriorate in a very short time unless adequate arrangements are made for:

- (a) regular and thorough cleaning ;
- (b) frequent replenishment of supplies of towels, toilet paper, etc. ;
- (c) daily inspection of premises and equipment ;
- (d) continual supervision during use ;
- (e) prompt repair and/or replacement of worn or broken equipment.

The personnel officer should see that these requirements are met and it is, of course, his function to advise management on the extent and kind of facilities required. In a factory where all cleaning is the responsibility of the maintenance department, the

personnel officer co-operates with the head of that department. However, since employee amenities do need special supervision as well as efficient cleaning and repair services, it has often been found more satisfactory in practice for the personnel officer to be made directly responsible for : (a) engagement of attendants and cleaners, and allocation of their duties ; (b) purchase and maintenance, in co-operation with purchasing and stores departments, of adequate stocks of service supplies (including overalls where these are supplied through the firm); (c) control of the collection and distribution of laundry, service supplies, locker keys, etc.; (d) inspection of premises and equipment, and making arrangements for repairs and replacements through the maintenance and purchasing departments; (e) supervision of the amenities during use to ensure that employees obtain the full benefit of them.

At a time of labour scarcity it is no easy matter to obtain service staff for factory amenities. But adequate staffing is so essential to maintaining high standards that time and effort spent in building up a good team is well worth while. The men's and the women's sections should each be in the charge of a chief attendant reporting to the personnel officer, who can delegate to them much of the detailed work of supervision, and other responsible duties such as collection and distribution of laundry, allocation of clothing, accommodation, etc. ; in smaller factories their duties might include some cleaning.

The staff can do much to ensure the right use of factory amenities. It is, therefore, particularly necessary to appoint chief attendants who are able not only to control the cleaning staff but who can also deal tactfully and effectively with problems such as wasting time in the wash-rooms, misuse of equipment, etc. It is equally essential that the personnel officer should give the right lead and full support to the staff in their work of supervision. Every day, he should make a general tour of inspection, see the chief attendants, and deal promptly with any queries or problems arising. He should also seek the co-operation of the employees' recognized representatives in order to encourage all employees to make good use of the amenities. These matters could be handled by a joint committee (or appropriate sub-committee) which might be asked to help in drafting a code of rules on the use of sanitary and cloakroom facilities. Once employees are convinced that such rules are designed for the benefit of all concerned their co-operation will be readily given and infringement of the rules will become a rare occurrence.

Canteens

The good standard of nutrition which has been maintained in Great Britain during and since the war has been due in no small measure to the development of communal feeding services such as school meals, British Restaurants and industrial canteens. The effect of these services has been not only to supplement the food ration but also to change the feeding habits of large sections of the population. Many industrial workers who, pre-war, were quite content to bring a few sandwiches to work and eat them with a cup of tea made in a mess room now expect to get a proper meal in the factory canteen.

A canteen can be started without elaborate and costly buildings and equipment. In many cases it is possible to adapt existing buildings successfully without a heavy capital outlay. When once established, the running costs of a well managed canteen can be met from revenue, but if the price charged for meals is to be within the means of the average employee, the cost of replacements, redecorations and general overheads will have to be met by the company.

The function of a factory canteen is to supply nourishing and appetizing meals to employees at a price they can afford to pay, and in conditions which make meal-breaks occasions for both physical and mental refreshment. The size, layout and equipment of the canteen, and the type of service required to achieve this aim will depend on such matters as the number and type of employees, the proportion likely to use the canteen (this, in turn, will be affected by local customs, distance of the factory from employees' homes, etc.), hours of work and shift arrangements, and the nature of the industry. However, the following may be taken as a general guide to the planning and management of all types of canteens.

1. **THE PREMISES.** The dining room should be planned to look as much as possible like a pleasant restaurant. Almost any room can be made attractive by means of simple, well-chosen decorations and equipment. Good lighting, heating, and ventilation are, of course, essential. Oil paint is recommended for walls and ceilings. A light colour scheme is best, with a dado in a deeper colour as the lower part of the walls soon get marked if their colour is very light. The choice of floor surface will depend partly on whether the room is to be used for dancing, in which case hardwood or parquet is most suitable; otherwise, any type of surface which can easily be cleaned will be satisfactory. Small

tables with gay-coloured tops of plastic or other washable material, and individual chairs are preferable to long tables and benches. All canteen furniture should be made of materials that can be washed or wiped down ; cloth or upholstery is unsuitable, and painted furniture is not very practical as it gets chipped and shabby in a very short time. Curtains chosen to harmonize with the general colour scheme, and pictures or decorative wall posters help to give a cheerful and informal atmosphere to the room, provided they are kept in good condition by regular cleaning and renewal.

It is the general practice in industry to provide separate dining rooms for senior management, administrative and clerical staff, and factory employees. Senior management are usually served at table and pay a correspondingly higher price for meals. But some companies make whatever meals services are provided available to all grades within the organization, as a matter of policy.

The efficiency of the canteen and the standard of its service depend to a great extent upon the layout and equipment of the kitchen. Thoughtful planning and choosing of cooking equipment are essential whether the canteen be large or small, and companies are strongly recommended to seek advice and help from a recognized authority, such as the Factory Canteen Advisers of the Ministry of Labour, before deciding on the final plans for a new kitchen or the extension of an existing one. The walls of the kitchen should be tiled, and the ceiling oil-painted as steam causes distemper to flake off. The floor surface should be of non-slip tiles or stone that does not absorb dirt and grease, and duck-boards should be provided in front of stoves, sinks and benches. A mechanical ventilation system will probably be necessary to prevent the kitchen from becoming hot and steamy, and in any case exhaust vents connected with the open air should be installed to draw off the heat and steam from cooking stoves and steamers. Good storage facilities are essential to prevent food wastage, and these should include a cold store (a large refrigerator may be suitable in a very small canteen), a cool and well-ventilated vegetable room, a dry store for tinned goods, cereals, etc., and adequate cupboards, racks and fixtures for crockery and condiments, cooking utensils, cutlery, etc.

A cafeteria service is essential where large numbers of people attend for meals at the same time. The canteen can be planned to have the service counter and hot plates in the dining room, in which case the food is supplied in bulk from the kitchen through service doors behind the counter; or the service counter can be

installed in the kitchen, and the food served through hatchways connecting the kitchen with the dining room.

2. **THE MEALS SERVICE.** In addition to mid-day dinners, the canteen will have to supply light refreshments during mid-shift rest-pauses. In very small factories it may be practicable to serve these in the canteen, but in most cases a trolley or kiosk service in the factory will be necessary. If the factory is on shift work, either suppers, midnight dinners, or breakfasts (or possibly all these meals), will have to be provided. It is also desirable to provide for any employees who, for medical reasons, have to have a special diet ; their health and efficiency will greatly benefit if they do not have to go home for meals, or bring their own food to be re-heated.

Canteen menus should be planned to give nourishing meals, and as much variety as possible both from day to day and from week to week. Light dishes as well as full dinners should be available at the main meal-break for those who prefer to have their main meal at home in the evening. It is particularly important that there should be a really good service for night workers. Warmed-up food left over from the day before is most unsuitable. Many people have poor appetites when on night work and a light, freshly-cooked snack or salad is usually preferred to a heavy meal.

The prices charged for meals in the majority of canteens are well within the means of adult employees ; but they tend to be too high for juveniles, many of whom try to manage on sandwiches and buns unless special provision is made for them. Adequate nutrition during adolescence is an essential foundation for good health in later years, and the Factory Department of the Ministry of Labour strongly recommends companies to supply a full meal at a reduced price for young employees. Arrangements of this kind have been made in a large number of factories ; some companies provide meals at half, or slightly over half-price to all employees under 18, while others have a scale of special prices based on the differences between the wage rates of each age group. When such a scheme is introduced, no pressure should of course, be brought to bear on young employees to have the canteen dinner, but all should be told about the scheme (including every new entrant), and it is a good idea also to inform the parents and to ask them to encourage their sons and daughters to take advantage of it.

3. **MANAGEMENT.** A factory canteen may be managed directly by the company or by the employees, or it may be managed for the company by a catering firm. Successful results have been obtained

with each of these methods of control, but the advantages of the first method do, on the whole, outweigh those of the others. Where the company is in direct control defects can be investigated and put right immediately they become apparent; the company can formulate, and change as circumstances demand, its own policy on the extent and type of meals service to be provided and the prices to be charged; schemes for the extension or development of canteen services can be planned and put into operation as and when they are needed. And finally, effective procedures for investigating and dealing with employees' complaints can be devised only where the company has access to all the facts, and is in a position to take direct action to remove the causes of complaints shown to be justified. On the other hand, it must be said in all fairness that many canteens are very efficiently run by catering contractors, and that indirect control relieves the company of all the day-to-day problems of management.

In an increasing number of companies the canteen is managed either wholly by the employees or jointly with the management, and in some through a specially constituted limited company whose shares are held by employees and management. A difficulty arising where employees are in sole control is that the managing committee is composed of people without executive experience. The success of their effort must, therefore, be largely dependent on the efficiency and integrity of their appointed manager, to whom they delegate the major responsibility.

The main circumstances which determine the effective working of a company's own canteen are given below.

In the first place, the canteen should be in the charge of a man or woman who possesses knowledge and experience of catering management, a working knowledge of the principles of nutrition, and an understanding of the needs and tastes of industrial workers. The functions of a canteen supervisor are to (a) organize and supervise all meals services; (b) supervise the canteen staff; (c) deal with the local Food Office about allocations of food for the canteen; (d) purchase food and other supplies; (e) plan the menus; (f) control stocks of food and equipment.

Second, in a large or medium sized factory, a whole-time canteen supervisor is essential. He should report to a senior executive of the company, and where there is a fully developed personnel department this executive is often the chief personnel officer. In a very small company it would not, of course, be practicable to employ a whole-time trained canteen supervisor; in these

circumstances a personnel officer should be appointed with experience of canteen management to undertake the supervision of the canteen with the assistance of a senior cook, as a part-time duty.

Third, since the personnel officer has a functional responsibility for all employee services, he should co-operate closely with the canteen supervisor, particularly in procedures for dealing with employees' complaints.

Fourth, the employees themselves should be able to take part in the management of the canteen through an advisory committee. This should be a fairly small body (usually a sub-committee) having a total of not more than six or eight members, consisting of the senior executive responsible for the canteen, the personnel officer, the canteen supervisor, and elected representatives of the employees. The most successful canteen committees are not solely, or mainly, concerned with complaints. Their function is to keep the employees informed on how the canteen is run and to give them the opportunity of taking part in its management. Employees cannot be expected to make constructive suggestions if they do not know what is involved in running the canteen; nor can they be expected to understand, for example, that the price of a certain dish cannot be reduced unless the portion is also reduced, or the price of another dish increased, if they are not told the cost of the meals provided.

HEALTH SERVICES

Industrial health has been defined by Dr. E. R. A. Merewether, Chief Medical Inspector of Factories, as "a composite subject comprising the health, safety, and welfare of man in his working environment".* An industrial health service is concerned both with the care of the individual worker, and with the control of the environment within which he works in the interests of his health and general well-being. Its primary aim is to prevent disease and sub-health in industry, rather than merely to treat these conditions where they already exist.

This concept of industrial health obviously covers a wider field than that of the factory medical department. It is possible that in the future there may be an industrial health service linked with the general health services. But however comprehensive a national health service may be, adequate health supervision

* Ministry of Labour and National Service, Conference on Industrial Health, 1943 : Report of Proceedings. H.M.S.O., p. 40.

within the factory will remain a necessity. The following are the specific functions of a factory medical department.

1. To study the working environment in all its aspects, i.e. the physical environment—heating, lighting, ventilation; the chemical environment—toxic hazards; the biological environment and the whole problem of infection and contagion; and the psychological environment—the integration of the individual with the working group.

2. To recommend improvements in environmental conditions, where necessary, to the management.

3. To supervise the health of every employee from the time of engagement onwards by means of examination of new entrants to ensure that they are placed on suitable work, examination and follow-up of those returning from sick leave in order to determine whether they need a change of job or environment, and the provision of emergency treatment at work.

4. To educate employees in the principles of health and in healthy habits of living and working, through personal consultation and by group methods such as talks, exhibitions, films, posters, literature, and the establishment, where practicable, of a joint health committee.

5. To compile and maintain health records and statistics in order to obtain accurate information on (a) the health state of each employee and whether it is affected by conditions in the factory, and (b) the effects of the work and environment upon groups of employees, e.g. sex, age, occupational and departmental groups.

These essential functions can only be performed by qualified medical staff. An industrial nurse can do a very great deal; she can undertake the supervision of general working conditions, give emergency treatment and undertake individual and group health education. But medical etiquette, and the nature of her training, preclude her from giving medical examinations and from consulting with the medical staff of hospitals or with employees' private doctors. Therefore, as the Industrial Welfare Society recommends, "the pivot of an industrial health service should be the association of a qualified medical practitioner with the factory".

This raises a difficulty for the smaller company which cannot afford the cost of a whole-time medical officer, or an expensively equipped surgery. But in its Report, the British Medical Association Committee on Industrial Health in Factories emphasizes that "it is

to the small firms that one must look for the future development of industrial medical practice, for they represent in total a much larger proportion of the industrial population than the big firms". A rough census shows that at the end of 1946 about 53 per cent. of the industrial population worked in factories employing less than 250 workers.

These facts impose a heavy obligation on the small companies. Unless they make adequate provision for the health supervision of their employees, a satisfactory health standard is unlikely to be achieved among over half the industrial population. However, in many cases, the problem of costs can be solved. With careful planning, satisfactory provision can be made at a moderate cost for essential requirements, by excluding all unnecessary frills. A small surgery with a staff consisting of a whole-time state-registered nurse and a part-time* medical officer would meet the needs of a small factory employing up to 500 workers. Factories employing between 500 to 3,000 persons need a larger nursing staff, among whom might be included assistant nurses or first aiders to undertake routine dressings; and factories employing over 3,000 persons (and some smaller factories with special health hazards) need a whole-time medical officer, and a nursing staff under the direction of a chief industrial nurse.

The factory employing under 250 workers is faced with a specially difficult problem, as it may be unable to meet the cost of a part-time medical officer and a nurse even where the latter, in addition to her nursing duties, undertakes some of the welfare duties of a personnel officer. One method of dealing with this problem (which has been successfully tried on several trading estates and in at least two established industrial centres) is for a group of companies to establish a joint health service, sharing the costs on a proportional basis, or it may be possible for a small company to arrange to use the health service of a neighbouring large one, and maintain a first-aid worker only on its own premises. Further information about joint health schemes of various types can be obtained from the sources of reference given in Appendix VI, which also lists sources of advice and written information on how to set up a medical department, on layout and equipment, costs, salaries and conditions of service of medical officers and nurses, and on health problems peculiar to specific industries and individual companies.

* A part-time medical officer might attend for one session of 2 hours weekly, or for as many as 5 half-day sessions, or for 2 or 3 whole days per week, according to the circumstances of the individual firm.

CONDITIONS OUTSIDE THE FACTORY

Although the recent war greatly increased, and consequently brought into prominence, the difficulties and stresses of daily life outside the factory, many of these have always existed, and continue to exist. The anxiety and fatigue resulting from them have a disturbing and unsettling influence upon both the personal and the working lives of men and women, and reduce their efficiency as employees. It is, therefore, an important responsibility of the personnel officer to ensure that adequate services exist to meet the needs of employees outside the factory. Among the matters which should be considered are: housing and billeting, transport, care of children, and social and recreational facilities.* In all these matters, co-operation with public authorities and social agencies is essential, and it is an important principle that where services are efficiently provided by the community they should be fully used, and that efforts should be made towards stimulating the provision of good community services first, before a company decides to make arrangements of its own. Essential contacts will include transport authorities, the housing, public health and education departments of the local authority, voluntary organizations running clubs and hostels, hospitals, Citizens' Advice Bureaux, and the local Youth Committee and other local youth organizations.

Housing and Billeting

Very few companies in this country have their own housing schemes and although those which exist are often model schemes and are much appreciated, certain objections can be raised against them. The principal one is that of making employees too closely tied to the company. An employee who lives in the company's housing estate and spends all his leisure hours in the company's social and recreational club, in addition to working in the factory, has no change of atmosphere, no new sources of ideas and interests after working hours. The same will apply to a hostel which is run by a company entirely for its own employees. But, on the other hand, it is absolutely essential for the company to provide houses or hostels for employees where they would otherwise be stranded, or forced to travel long distances, owing to the absence of adequate housing facilities in the area. A civil engineering project, a building site, a new factory built near the source of raw material but far from the nearest town or village, are all examples of undertakings in which company housing or hostel schemes may be needed.

* This subject is discussed in a separate section of this Broadsheet.

In the case of any new factory, however, the personnel officer should find out whether adequate housing facilities are available in the area for the total expected labour strength. It will be necessary to consult the housing department of the local authority, local estate agents and other organizations concerned with housing. (See Appendix VII.) This preliminary survey may reveal that it is necessary for the company to supplement existing housing facilities. And, whether this is likely to involve the planning of a large housing estate, or the conversion of a house or a group of houses into hostels, the personnel officer should visit and study similar schemes which are already in operation, and seek the advice of a recognized authority on the planning, equipment, and management of housing estates or hostels before the details of the firm's scheme are decided.

Even where such large-scale problems do not arise it will still be necessary for the personnel officer to have up-to-date information on local housing and lodging facilities and to be able to advise and help employees who are not satisfactorily housed or who wish to change their lodgings. A list of addresses should be compiled and constantly checked and, where possible, all lodgings recommended should first have been visited and judged satisfactory by the personnel officer. In this, as in all other matters where the personnel department acts as a source of information and advice to employees, it is essential that they should know about the service. Otherwise, existing needs may remain unknown and unsatisfied.

Transport

Every company should know the residential distribution of its employees and what means of transport are used to get to work. Many large companies have a special transport department where all this information is collected and which is in charge of the company's own transport services. In this case the personnel officer would work in close touch with the head of that department. In smaller companies, however, the personnel officer is usually responsible for transport arrangements and it is important to have accurate information about the services used, by whom they are operated, the length of the journeys, the fares, and the time schedules. It is also important to know approximately how many people will come to work by car, motor cycle, or bicycle, so that adequate storage can be provided at the factory.

The transport situation is a changing one and new needs and new difficulties constantly arise. Train and bus services may have to be altered, special buses have to be run ; small adjustments in time schedules may have to be made. In some cases the staggering of hours of work as between factories in the same district may be necessary to relieve the morning and evening peak loads, and small adjustments of hours in individual cases will have to be arranged. Special arrangements will also have to be made for people who live in outlying districts and for seasonal fluctuations in labour. In all these matters constant co-operation with the local transport authorities and with neighbouring companies is essential. It is very important that local officials should know in advance the demands which are likely to be made on local transport services.

Care of Children

During the last war, many thousands of mothers of young children contributed to the national production effort, by working whole or part-time in industry. Although they were exempted from any form of compulsory national service, the Government's policy was to encourage as many as could do so to play their part. This was made possible by a great expansion in the numbers of day and residential nurseries provided by local authorities, who were aided by increased grants towards the costs of building and running them. The Local Welfare Officers of the Ministry of Labour advised local authorities of the extent of the demand for nursery places on the basis of information obtained from the factories. Numbers of factory managements responsible for recruitment sought out suitable types of work for women with family responsibilities and their hours and conditions of work were adjusted to enable them to make an effective contribution.

The majority of working mothers returned to their homes soon after the war ended. The Government withdrew the additional local authority grants for day nurseries and many were closed. Nevertheless, some of the mothers stayed at work, and there are probably more in industry now than there were ten years ago. The post-war shortage of woman power has encouraged companies to offer them part-time or short day employment, and the opportunity is welcomed by many women as a means of earning the money to buy extras for the home and children. To-day the typical working mother leaves her children with a relative or neighbour during working hours.

The view is widely held that measures designed to attract the mother of young children into industry are socially harmful, since the gain to industry is small compared with the loss to the home and children, and not least to the mother herself who can seldom do a double job well without undue strain. On the other hand it can be said that the mother who wants to go out to work should be provided with facilities to ease the strain of doing a double job. The individual personnel officer must decide in the light of his company's labour requirements and of the social conditions in its locality what is the right advice to offer to management on the employment of mothers.

The undermanned industries, such as textiles, which are in the front line of the export drive do, however, present a special case. Their need for woman power, and particularly skilled woman power, must be met in the national interest. Exceptional measures, such as the provision of day nurseries by individual firms and hours of work arranged to fit in with school hours, are justified to enable the skilled woman with a family to return to work.

THE ECONOMIC SECURITY OF THE EMPLOYEE

To-day the British industrial worker enjoys a comprehensive system of National Insurance and a high standard of social security. The nation is committed to a policy of full employment and a minimum standard of living for everyone, irrespective of his circumstances.

The purpose of this section of the Broadsheet is to consider in what ways industry can and should help to protect its employees against the risks of employment, accident and illness and to provide for their old age. Where there are deficiencies in national schemes companies should endeavour to make them good as far as their resources permit. If there is adequate statutory provision, however, there is no justification for making membership of a contributory scheme a condition of employment. It is not suggested that companies should provide the whole range of services dealt with in the following paragraphs, but employers and personnel officers should be ready to meet new needs as they arise.

Security of Employment

Before the Essential Work Orders were introduced during the last war, the vast majority of industrial workers were employed on an hourly contract; they could be, and often were, dismissed at an

hour's notice, and "short time" always meant a proportionately smaller wage packet. Even before the war, however, there were some exceptions to this practice. For many years past it has been the policy of a few companies to offer weekly terms of employment to manual workers subject to certain conditions, the chief of which is usually a specified length of service. Some companies have gone further than this and offered in addition works payment during sickness absence and extended notice of termination of employment to certain employees.

To-day, many thousands of industrial workers are employed under conditions which include a "guaranteed week" and annual holidays of more than six working days. And the desire is growing among both trade unionists and employers to replace contracts of employment terminable by an hour's notice on either side, with conditions which offer a greater degree of security.

Non-Contributory Sick Pay

Some companies make *ex gratia* payments of varying amounts up to full wages to hourly rated employees during periods of medically certified sickness. It is a common practice to make a proviso that the company sickness payment together with statutory benefits shall not exceed normal wages. As the exact amount of statutory benefit depends, among other things, on the employee's marital status, and whether or not he has a child under school leaving age, some companies ask employees to give such particulars or to show the official receipt form for statutory benefit.

It is usual to require a minimum period of service as a primary qualification for sick pay and to limit the period of payment to 13 or 26 weeks in any one year.

Objections have been raised against this type of scheme on the ground that it may be abused. But experience has shown that, provided there are proper safeguards, both the employees and the company benefit, since recovery from illness is more rapid and complete when the patient is free from financial anxiety.

Contributory Sickness Benefit

Most companies which do not pay wages to hourly rated employees during illness have a contributory "Sick Club". Some companies insist on membership as a condition of employment, in which case the club has to be registered as a Friendly Society; but optional membership is the more usual and, on the whole, more desirable practice.

Benefits are financed by weekly contributions from members deducted from wages on their written authority. Many companies subsidize the sick club either by means of an annual fixed or *per capita* grant, or by paying a proportion of the benefits. If the membership of the club is very large, adequate rates of benefit can be maintained on a fairly low weekly contribution without a subsidy, but if the membership is small it is not possible to offer reasonable rates of benefit without some financial help from the company.

The club is administered by an elected committee of members, with the addition of management representatives if the company is concerned financially, in which case the personnel officer would be an *ex officio* member. A committee composed entirely of employees might be encouraged to appoint a member of the accounts department as an adviser on financial policy.

The club should be conducted in a business-like manner; rules of membership, rates of contribution and benefit, and conditions governing the payment of benefit should be embodied in a book of rules which is given to each member on joining. The book-keeping and clerical work involved is usually undertaken by the company without charge to the club. Regular meetings of the committee should be held, and an annual general meeting of members for the purpose of considering the balance sheet, electing the committee for the ensuing year, and deciding future policy. The committee should make an effort to stimulate interest in the club among the rank and file, so that the members are conscious of their own share in its administration, and the personnel officer should, of course, be prepared to advise and assist them on questions of organization and publicity.

A proposal to start a sick club, whether coming from management or workpeople, should be discussed by the main joint consultative body and made public throughout the factory. The probable number of members and their wishes concerning rates of contributions and benefits can be discovered in this way, and the advice of an actuary should be obtained before a detailed scheme is presented to the consultative body for approval.

Benevolent Funds

The function of a benevolent fund is to provide for exceptional needs which cannot be met by a scheme based on insurance principles. Problems such as that of the woman who has to stay at home to

nurse a sick relative may not arise very often, but when they do the hardship involved is usually serious. And the knowledge that arrangements exist to help them in cases of special difficulty gives employees a sense of security which in turn increases their confidence in the management.

In some factories the benevolent fund is provided entirely by the company and may be administered by trustees, some of whom are chosen from among the employees. In others the fund is raised by allocating to it a proportion of the sick club contributions, possibly with the addition of a grant from the company, in which case it is administered by the sick club committee.

Assistance from a benevolent fund is always given in the form of *ad hoc* grants made at the discretion of the committee in the light of the circumstances of each case. The full facts should be obtained before a decision is made, and the degree of confidence which employees have in the usefulness of the fund will largely depend on the way in which this information is sought and used. Those who are in need of help should be able to approach an individual with whom they can discuss their problems frankly and in confidence. An official whose daily work brings him into touch with employees' personal problems should be chosen. The family circumstances of any particular applicant may be already known to him and, where appropriate, he will be able to advise employees to apply to the fund. People are often very reluctant to ask for help unless they are given a little tactful encouragement, so it is essential that there should be some machinery to ensure that needs which exist are not overlooked. Further, if cases are investigated before being presented to the committee, the facts can be assessed by the committee while the identity of the applicant remains anonymous. The last point is an important one as employees often dislike having their affairs discussed by a committee even if they know that the members are pledged to secrecy; and this remains true notwithstanding the fact that many employees normally enjoy gossiping about their own as well as other people's personal affairs in the factory.

A factory benevolent fund performs a service which is needed in any community, but, it may be asked, does it merely overlap the work of the public and voluntary social agencies outside industry which deal with similar problems? The answer is that it may do so if it is used without reference to the relative functions of community and factory services; but if advice on the services provided by outside agencies is available to those responsible for its

administration, overlapping will be avoided. Moreover, many agencies engaged in social case-work make a point of asking an applicant's employer to assist, and in these instances a benevolent fund can usefully co-operate. In practice, joint action by community and factory services is often the most effective means of dealing with many cases of distress.

Contributory Hospital and Nursing Schemes

Since the introduction of a National Health Service, contributory hospital and nursing schemes have either been modified or the funds have been used for other purposes. But there are many needs not provided for by the National Health Service, or not fully met, which a contributory scheme can cover. Travelling expenses for hospital visiting, home help services, and supplementary sick allowances during hospital treatment are typical examples. Benefits are usually available to the employee's dependents if the contribution is sufficiently high.

The services of an enthusiastic and competent employee to act as honorary secretary and arrangements for deducting contributions from wages are all that is needed to run a contributory group in a factory.

Groups can also be formed under the "Friend in Need" hospital scheme to support the local hospital financially and to enable it to provide additional amenities.

Convalescent Homes and Rest-break Homes

Although convalescent treatment can be obtained through the National Health Service, there are many people who would benefit from a rest and a change who must be catered for by voluntary agencies.

The company may run its own convalescent home, or subscribe to one or more homes run by voluntary organizations in return for the right to nominate a certain number of patients per year. The advantage of the former arrangement is that the company directly controls the policy and administration, and the employees themselves can have a share in this responsibility through a sick club or benevolent committee. On the other hand, it is not practicable for a small company to maintain a separate home unless several firms combine to establish a joint convalescent scheme. Furthermore,

one convalescent home may not be suitable for every type of patient—for example, one may benefit more in a cold and bracing district, and another in a mild climate. Therefore, although a number of companies have established very successful convalescent homes, on the whole the varying needs of employees can best be met by co-operating with existing organizations. Further information about these schemes is given in Appendix VIII.

Pensions

Many companies have come to regard a pension scheme as an essential part of a sound personnel policy. Such a scheme can do a great deal towards removing the risk of hardship in old age and towards developing good employer-employee relationships, and it creates opportunities which would not otherwise exist for the promotion of younger men and women, since long service employees can be retired at a specified age without hardship. It has been suggested, however, that the higher contribution and pensions payable under the National Insurance Acts have removed the need for industrial pensions. It might be thought that neither employers nor employees would consider it worthwhile to pay extra contributions for a relatively small additional pension. There is some force in this argument, particularly as regards the lower paid group of workers; on the other hand, those earning higher wages may wish to provide for a correspondingly higher pension on retirement. In fact several companies have introduced pension schemes for manual workers since the National Insurance Acts (1946), and there is no evidence that industrial pension schemes have become unnecessary. Objections of a different kind have been raised against industrial pensions by trade unions, economists and industrialists; it has been said that a pension scheme ties the worker too closely to the firm and consequently restricts the mobility of labour, and tends to weaken the worker's sense of loyalty to the common interests of wage earners as a group. Restrictions on mobility are serious in a society which has adopted a policy of full employment. It is to be hoped that there will one day be an extension of arrangements by which the employee can carry his pension rights from one company to another. Companies which are contemplating a pension scheme should first discuss the proposal fully with employees, and only if it has received their full support should it be adopted. It is also essential that actuarial advice on the details of the scheme should be sought.

The main types of industrial pension schemes existing in this country are :

(a) NON-CONTRIBUTORY PENSIONS. These are financed entirely by the company. A separate fund is often established which is invested and administered by trustees some of whom are chosen from among the workpeople. The pensions payable under this type of scheme tend to be variable and, if this is the case, the employee has no definite knowledge of what his position will be when he retires. Moreover, no responsibility is placed upon him to contribute towards his future security, and he has practically no share in the control of the scheme.

The introduction of new schemes of this type is not therefore recommended, because apart from the fact that the cost is too high for any but the most wealthy companies, employees tend to resent any provisions for their benefit which are suggestive of "charity".

(b) CONTRIBUTORY PENSIONS FINANCED JOINTLY BY THE COMPANY AND THE EMPLOYEES AND ADMINISTERED BY A JOINT COMMITTEE. The fund is built up by means of equal weekly contributions from employee members and the company, but at the inception of the scheme a separate fund is usually necessary to finance the pensions of older employees who may be expected to retire within a short time. This may be provided by the company in a lump sum, or may be accumulated by weighting contributions so that the younger members pay for part of the pensions of older members for a limited period. Rates of contributions and pensions usually vary as between men and women because the retiring ages and pension requirements are different for the two sexes. The accumulated contributions of members who leave their employment before retiring are returned to them, and in some schemes compound interest is added ; the company's contributions are usually retained by the pension fund. Many schemes make provision for the dependents of members who die before retiring age and for members who are compelled to retire early on account of disablement.

At the inception of a contributory pension scheme, membership is always voluntary for existing employees, but it is a common practice to make membership a condition of employment in the case of all employees subsequently engaged. An entirely optional scheme is on the whole more desirable, but, except in a very large organization, the stability of the fund may be endangered by the fluctuation in membership which tends to occur if the scheme is an optional one.

The pension committee which, like sick club and benevolent committees, is an executive body, should include elected representatives of the members, their number being proportionate to their financial share in the scheme. This type of contributory scheme is not open to the objection that pensions are dependent on the charity of employers, and its members have a real share in the control of policy and administration.

(c) CONTRIBUTORY PENSIONS FINANCED THROUGH AN INSURANCE COMPANY. This type of scheme is particularly suitable for the small firm, because financial stability is assured—a condition difficult to attain when a small firm runs a scheme on its own. The facilities available to members are similar to those described above, except that members who cease to be employed by the firm usually have the option of continuing their pension insurance with the insurance company. This overcomes the objection that pension schemes necessarily restrict the mobility of labour, but on the other hand, the direct control of policy and administration by elected representatives of employees which is a feature of the type of scheme described above, is not possible where a scheme is associated with an insurance company. But during the initial stages of planning an insurance company scheme, consultations should be held between the management and representatives of the employees to ensure that both the rates of contributions and pensions, and the conditions of qualification for pensions which the insurance company offers are accepted by the prospective members, and to decide what contribution, if any, is to be made by the firm.

(d) PENSION SCHEMES COVERING A WHOLE INDUSTRY. Only two schemes of this kind exist in this country, and both were introduced through a Joint Industrial Council. One is run directly by the J.I.C. and the other through an insurance company. The facilities offered by these schemes are in many respects similar to those described under (b) and (c) above, but, as details of their structure and administration are not of general interest to individual firms outside the industries concerned, it is not proposed to describe them here.

Sources of further information on all types of pension schemes, including those referred to under (d) above are given in Appendix VIII.

Co-Partnership

Co-partnership schemes have been established in several hundred companies, both large and small, and continue to increase in number. The main feature of these schemes is that the employees

have a share in the profits of the business, either in the form of a bonus on profits, or by means of a share in the ownership or capital. But, as Lieut.-Colonel Urwick has said, "Co-partnership means something more than participation in the financial rewards of industry. It denotes a sense of identity between the individual and the organization in which he serves." In its widest sense, therefore, co-partnership is a principle of industrial relationships—that employers and employees are partners in a joint enterprise—not simply the name for a particular type of employee service, although firms whose policy is that of co-partnership do, in fact, regard good employee services, such as profit-sharing, pensions, sickness benefit schemes, etc., as essential elements in that policy.

The Industrial Co-Partnership Association was founded in 1884 to give expression to this principle, and readers should refer to Appendix VIII B for further information about co-partnership and the work of the Association.

Savings

Company savings banks have been popular among employees for many years. People prefer to have a regular sum deducted each week from the pay packet rather than to pay it in to a Post Office or bank. Most of these schemes provide facilities similar to the Post Office Savings Bank as regards interest on deposits and withdrawals of funds, although some firms pay a slightly higher rate of interest to encourage their employees to save. Many savings funds are for specific purposes, i.e. holiday and Christmas share-outs. The extension of holidays with pay has made a holiday away from home possible for many more workers, hence the desire to put money aside for this purpose.

During the last six years company savings banks have largely given way to National Savings Groups, and the habit of saving has become more firmly established than ever. The need to continue saving during the years of reconstruction has been strongly emphasized by the Government, and it is desirable that there should be provided in every firm, large or small, saving facilities for employees.

The administration of a company savings bank is quite a simple matter. An explanatory booklet should be issued to all new employees, and those wishing to join fill up an enrolment form in the personnel department; this is sent to the wages

department which arranges for the desired amount to be deducted and forwards the form to the accounts department which issues a savings card or book to the employee. Withdrawals are usually arranged through the company cashier.

SOCIAL AND RECREATIONAL FACILITIES

In the introduction to this Broadsheet we drew attention to the principle that employers should make no attempt to organize the lives of employees outside the factory, but that they should provide conditions which enable the individual to develop his own leisure interests among friends of his own choosing. Some of the conditions needed to make this possible—reasonable hours of work and “outside welfare” for example—have already been discussed. But these conditions are of a purely negative character, and in this section we shall consider what positive action can be taken in the factory to help the employee to discover for himself how best to use his leisure.

If the factory is situated in or near a centre of community life, the various social, recreational and educational activities of the community should be made known to employees. This is a responsibility of the personnel officer, who should act as a publicity agent and as a source of information. It is a good idea to have a special factory notice board for information about communal activities, and as the holiday season approaches a section can be allocated for information about holiday facilities of all kinds. The personnel officer should establish contact with all the public and voluntary bodies sponsoring activities in the neighbourhood and with the national organizations concerned with club work, drama, films, music and other arts, physical recreation, camping, holidays, etc. (See Appendix IX.) He should also be able to advise employees who come to him with enquiries such as how to become a member of a local club, how much a walking tour would cost and what equipment would be needed.

If the personnel officer discovers, on making full enquiries in the district, that the facilities are inadequate to meet the needs of employees, he should see whether anything can be done to develop local activities. This is particularly important where numbers of young people are employed, and it may be possible to persuade the various youth organizations, both local and national, to extend existing youth schemes and/or initiate new ones. In

these circumstances it is also desirable for the company to make some contribution to the social life of the community of which it is a part by, for instance, making a grant towards the establishment of a social centre or a club, or by allowing the canteen to be used for concerts, drama or other cultural activities sponsored locally or by national organizations.

So far no reference has been made to social and recreational activities in the factory. A factory is a social unit, and the desire for some form of corporate leisure activity among its members is a natural outcome of this fact. Work and enjoyment cannot and should not be regarded as entirely separate and mutually exclusive realms of experience. People get (or conversely, feel the need for) social satisfactions through their working life, and the fact that many existing factory recreation schemes are enthusiastically supported by employees clearly shows that there is a widely felt need for them in industry.

However, we should, perhaps, once again emphasize the general principle that needs which are adequately catered for by the community, or which the community is able to cater for given suitable encouragement, should not be duplicated by industry. The extent to which social and recreational schemes should be developed by a particular company will, therefore, be determined mainly in the light of this principle, apart from any limitations which may be necessary for financial reasons. It should also be noted that where employer-employee relationships are unsatisfactory, a recreation scheme is unlikely to be successful, nor can such a scheme create the confidence that is lacking. No attempt should therefore be made on the part of the management to develop recreational activities when they are not wanted by the employees; but where the desire exists, management should respond to it by giving their full support; recreational schemes which have been developed in this way are usually successful and much appreciated.

The range of activities covered by the many existing schemes is so wide that it would be difficult to think of any human interest or hobby which is not provided for in some company. No attempt will therefore be made to describe or enumerate them all (further information can be obtained from the sources listed in Appendix IX), but a brief outline is given below of the kind of activities which are included in the majority of schemes.

A distinction should be made between organized social and recreational activities which take place outside working hours and

facilities provided by the company for the use of employees during working hours. The latter may be classed as factory amenities most of which are desirable in any factory and do not depend on the establishment of a recreation "scheme" for their existence. Among the latter, a rest room is one of the most important, and should be provided if at all possible, so that employees have the opportunity to relax during meal breaks and at other legitimate times. When a person feels over-tired or off-colour, a meal break spent in a noisy canteen can be nerve racking, whereas 15 minutes complete relaxation in a quiet room may help him to face the afternoon work-spell with renewed energy. The provision of a rest room need not be costly—a well ventilated room in a quiet part of the factory (preferably not too far from the canteen), decorated in restful colours, and furnished with comfortable chairs and one or two couches on which people can lie flat, is all that is required. Its purpose should be made clear by a notice in a prominent place, and games and noisy conversation should not be allowed.

Indoor games such as darts, billiards, table tennis, etc. are liked by most factory employees, and a section of the canteen can be set aside for these, or better still, a separate room with chairs and small tables in addition where people can play their own games of cards, draughts, and so on. It may be advisable to prohibit gambling on the factory premises, and if it is decided to do so, the rule should be clearly stated in the contract of employment. Where indoor games are provided a store is required for equipment and some means must be devised to control its issue from and return to the store. If there is a social club (see below) the committee could appoint stewards to take responsibility for this, on a rota system.

Many companies provide works libraries which have the advantage of making books easily accessible to employees at a very small cost. An initial grant from the company may be required, but once started, the library can be built up from subscriptions, which may be on an annual basis, or for a shorter period. In addition some works' libraries lend books to non-members for small *ad hoc* payments.

All organized recreational activities should be run by the employees themselves. It is the usual practice for the company to meet the cost of capital equipment, and of the maintenance of buildings and land. A large company may have an elaborately equipped social centre including theatre, cinematograph, games rooms, gymnasium, sports grounds, pavilions and facilities for a whole range of hobbies. But in many small companies, a variety of

activities are successfully carried on with quite modest equipment such as a stage and a piano in the canteen which can be used for dances, concerts and "keep fit" classes; a simply furnished recreation room which can be used for indoor games, discussion groups, etc.; while sports grounds, tennis courts, etc., are hired from other companies or local authorities when required.

The various activities are, in many cases, organized through a main social and/or athletic club, administered by an elected committee of employees, and having a series of special sub-committees, each responsible for a particular club or activity, e.g. a photography club or a cycling and rambling club. Membership should be entirely optional. Running expenses are met from members' subscriptions which are deducted from wages in the same way as for a sick club, and additional funds may be raised by holding special events, e.g. dances, sports days and summer fêtes. The personnel officer is usually the club secretary, and his primary function is to help the committee with their problems of organization, to give advice and information on request, and to foster the development of new activities, leaving the running of the club and all its sub-sections in the hands of the employees. A short bibliography on recreation in industry and a list of references are given in Appendix IX.

EMPLOYEE INFORMATION AND ADVISORY SERVICE

All employees are faced from time to time with personal problems arising out of conditions affecting them at work and at home, such as transport, housing, income tax, financial worries or domestic responsibilities; or more complex problems, involving emotional factors, such as relationships with supervisor, fellow workers, members of the family, or other people outside the factory. If the employee has a continual worry on his mind it will eventually affect his working life, even if the cause has nothing to do with the factory. He may become dissatisfied with his job or with the firm and wish to leave; a chronic absentee; a poor or a "difficult" worker; a person with a permanent grievance against his fellow men; or one who thinks that the world is against him.

Quite often the employee is unable to solve the problem without some help and welcomes the opportunity to discuss it frankly with a detached and sympathetic person. The provision of a personal service of this kind is, therefore, an important part of the personnel

officer's work. The need for it is widely recognized in industry to-day, but its effectiveness depends entirely upon the manner in which it is given, and upon the personality and approach of the personnel officer. It is an important principle that there should be no attempt to interfere with the employees' personal life, or to give advice which is not asked for ; such an approach will only meet with resentment. If the employees know that the service exists, they will make full use of it provided the relationship between them and the personnel officer is one of mutual confidence and trust.

The kind of service required is a combination of information bureau and private consultation. Its basis is the personal interview, and it should be understood by all concerned—the employees themselves, and the supervisors and departmental managers—that all employees are free to consult the personnel officer at any time, provided the foreman is informed when the employee leaves his department.

Quite often the employee's problem can be solved by giving him straightforward information—how to apply for income tax allowances when a new baby is born ; whether the landlord has a right to raise the rent, etc. Information which is in general demand can be posted in the factory, and in the case of income tax, an official of the Inland Revenue Department can visit the factory periodically to answer queries. The personnel officer should be able to provide a wide range of information from his own knowledge of social administration and local conditions, and from written sources such as the Citizens' Advice Notes obtainable from the National Council of Social Service. (See Appendix X.) But the majority of problems need individual treatment. In some cases special enquiries have to be made ; in others, the employee may be put in touch with an outside authority who can help him ; and it is here that contacts with local officials of public and voluntary agencies are especially useful. The personnel officer should be able to "prepare the way" for the employee by telling him who to see at the agency concerned, and, where necessary, make an appointment for him and perhaps also, if the employee is willing, explain something of his difficulties and circumstances.

Problems which result from emotional conflict are much more difficult to deal with. The immediate problem stated by the employee is often not the real one, and he may be unaware of its underlying cause. In these cases, the personnel officer can only encourage him to talk over his difficulties frankly. Sometimes all

that is needed is the release of emotional tension which can be done by a well-conducted confidential interview. But skill and experience is required if the interviewer is to succeed in establishing the right relationships with the employee ; moreover, it is essential that the interviewer's position in the organization should be such as to inspire confidence in the employees.

Supervision in the workshops is one of the most important factors determining the quality of the human relationships that exist, and the kind of relationship problems that arise. In dealing with all individual problems which involve the workshop, therefore, the personnel officer should seek a solution with the foreman concerned, and the latter, not the former, should take the agreed action required for their solution.

The personal problems of others must always be regarded by management with a sense of urgency. Prompt action can contribute so much to improved relationships—particularly if the impression is gained that “standing orders” are being interpreted with due regard to their effect upon the individual and his fellow employees.

APPENDICES

Explanatory Note

Appendices I to X are grouped under subject headings corresponding with the main divisions in the text, so that all sources of information on a particular subject appear in one place.

Each Appendix contains:—

- (a) a selected bibliography with notes referring to relevant chapters or sections of publications, where applicable (books which are out of print may be borrowed from the Institute Library by Members, Associates and Service Subscribers);
- (b) a list of Government Departments, voluntary organizations, national associations, etc. (titles only), from which further information and/or advice on the subject may be obtained.

Appendix XI contains a complete alphabetical list of the organizations mentioned, together with their addresses and notes on the services they provide.

Legislation governing working conditions in factories is not referred to in the Appendices. The following official publications should be consulted:

<i>The Factories Act</i> , 1948, H.M.S.O.	4d.
<i>The Factories Act</i> , 1937, H.M.S.O.	2s. 6d.
<i>Factory Form 101</i> , and <i>Supplement to Form 101</i> , which consist of a complete list of official forms, regulations, memoranda, etc., applicable to premises under the Factories Act, 1937, the Lead Paint (Protection Against Poisoning) Act, 1926, and the Employment of Women and Young Persons Act, 1936, H.M.S.O.	(Free)
<i>Factory Orders</i> (1948 edition), Ministry of Labour and National Service, H.M.S.O.	6s. 6d.
<i>The Annual Reports of H.M. Chief Inspector of Factories</i> , H.M.S.O.	(Prices vary)
<i>The Ministry of Labour Gazette</i> (published monthly), H.M.S.O.	per annum 10s. 6d.
<i>Monthly Lists of Statutory Rules and Orders</i> , H.M.S.O.	per annum 2s. 6d.

APPENDIX I

A. Principles underlying the Provision of Employee Services

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B. Scope and Administration

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- Urwick, L. *Problem of Growth in Industrial Undertakings*,
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- Note.*—Application to non-industrial undertakings. See
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- Note.*—Ch. V, Labour Department; Ch. VI, Welfare
Conditions, Parts 1, 2 and 3.

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APPENDIX II

THE WORKSHOP

A. Fatigue : Hours of Work : Economy of Effort

BIBLIOGRAPHY

Barnes, Ralph M. *Motion and Time Study*, Chapman & Hall, 1949

40s. 0d.

Note.—Ch. XIV, Fatigue; Ch. XV, Principles of Motion Study as Related to the Use of Human Body; Ch. XVI, Ditto—the Work Place; Ch. XVII, Ditto—Design of Tools and Equipment.

Industrial Health Research Board. *Two Studies on Hours of Work. 1. Five-Hour Spells for Women with reference to Rest Pauses; 2. The Two-Shift System in Certain Factories*, Report No. 47, 1928, H.M.S.O.

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 Safety, Health and Welfare Museum (Mechanical Handling)

B. Temperature and Ventilation

BIBLIOGRAPHY

- Bedford, T. *Basic Principles of Ventilation and Heating*, Lewis, 1948 25s. 0d.
- Department of Labour, Australia (Industrial Welfare Division). *Factory Planning, Part I: some Aspects affecting Working Conditions*, Bulletin No. 8, 1940
Note.—Covers lighting, heating, cooling, ventilation, layout and construction.
- Industrial Health Research Board. *The Warmth Factor in Comfort at Work: A Physiological Study of Heating and Ventilation*, Report No. 76, 1936, H.M.S.O. 2s. 0d.
- Ditto. *Ventilation and Heating: Lighting and Seeing*, Pamphlet No. 1, H.M.S.O., 1943 3d.
- Ditto. *Natural Ventilation, Air Movement and Factory Design*. 1946
- Ministry of Labour. *Ventilation of Factories*, Welfare Pamphlet No. 5, (4th Edition), H.M.S.O., 1940 1s. 0d.

Conway Plumble, C. *Factory Wellbeing*, Seven Oaks Press, 1949 12s. 6d.

Note.—Ch. III, Heating and Ventilation.

Blayney, Thomas (editor). *Welfare in Industry*, Caxton Publishing Company, 1949 47s. 6d.

Note.—Ch. XI, Industrial Hygiene, pp. 322-5.

REFERENCES

H.M. Inspector of Factories (see Ministry of Labour)
Industrial Health Research Board
National Institute of Industrial Psychology
Safety, Health and Welfare Museum (exhibits of mechanical methods of ventilation and fume extraction)

C. Lighting and Colour

BIBLIOGRAPHY

Atkinson, A. D. S. *Fluorescent Lighting*, Newnes, 1944 12s. 6d.

Note.—Includes technical information on installation, etc.

British Colour Council. *Colour and Lighting in Factories and Offices*, 1946 8s. 6d.

Council of Industrial Design. *Colour and Lighting in Factories and on Machines*, 1949

Weston, H. C. *Sight Light and Efficiency*, H. K. Lewis, 1949 42s. 0d.

Conway Plumble, C. *Factory Wellbeing* (see Appendix IIb)
Note.—Ch. IV, Lighting Efficiency.

Department of Labour, Australia (Industrial Welfare Division). *Industrial Lighting*, Bulletin No. 1, 1940

Note.—Includes table of illumination values and a section on colour.

Ditto. *Natural Lighting of Industrial Buildings*, 1948

Hughes, G. Bernard. *Modern Industrial Lighting*, Hutchinson's Technical Publications, 1943 15s. 0d.

Note.—Includes technical information on lighting systems, installation and maintenance.

Illuminating Engineering Society (see Appendix XI). *Natural Lighting*, 1944

Ditto. *Principles of Good Lighting*, 1944

Ditto. *I.E.S. Code for the Lighting of Building Interiors*, 1946 1s. 6d.

- Industrial Health Research Board. *Ventilation and Heating: Lighting and Seeing*, 1943 (see Section B above)
- Ditto and the Illumination Research Committee (Joint Report). *The Relation between Illumination and Industrial Efficiency: The effect of Size of Work*, H.M.S.O., 1935 4d.
- Ministry of Labour. *Lighting in Factories and Workshops*, Welfare Pamphlet No. 7 (5th Edition), H.M.S.O., 1937 6d.
- Rolleston, Sir H. and Moncrieff, E. (Eds.). *Industrial Medicine*, Eyre & Spottiswoode, 1944 (see Appendix VI A) 16s. 0d.
Note.—Ch. XIV, Lighting Problems.
- Blayney, Thomas (editor). *Welfare in Industry* (see Appendix IIb)
Note.—Ch. XIV, Lighting Efficiency.
- Conway Plumbe, C. *Factory Wellbeing* (see Appendix IIb)
Note.—Ch. II, Clean Walls, Clean Floors, Clean Water.

REFERENCES

- H.M. Inspector of Factories (see Ministry of Labour)
 Illuminating Engineering Society
 Industrial Health Research Board
 Lighting Service Bureau (see Electric Lamp Manufacturers' Association)
 National Institute of Industrial Psychology
 Safety, Health and Welfare Museum

APPENDIX III

ACCIDENT PREVENTION

A. General Bibliography

- Heinrich, H. W. *Industrial Accident Prevention*, McGraw-Hill Book Company, New York (London Office: Aldwych House, W.C.2.), 1941 \$3.00
- Vernon, H. M. *Accidents and their Prevention*, Cambridge University Press, 1936 15s. 0d.
Note.—Chs. I-IV and X-XIV.
- Ditto. *Prevention of Accidents*, British Journal of Industrial Medicine, January, 1945, pp. 1-9
- Birmingham and District Industrial Safety Group. *Safety in the Works*, 1948

B. Physical Conditions of Safety : Accident Risks

BIBLIOGRAPHY

- Industrial Safety Council of America. *Safe Practices Pamphlets and Industrial Data Sheets* (obtainable through the Royal Society for the Prevention of Accidents, see Appendix XI)
- Ministry of Labour. *Fencing and other Safety Precautions for Transmission Machinery in Factories*, Safety Pamphlet No. 1 (3rd Edition), H.M.S.O., 1938 9d.
- Ditto. *Protection of Hoists*, Safety Pamphlet No. 2 (4th Edition), H.M.S.O., 1934 4d.
- Ditto. *The Use of Chains and other Lifting Gear*, Safety Pamphlet No. 3 (7th Edition), H.M.S.O., 1940 1s. 0d.
- Ditto. *The Use of Abrasive Wheels*, Safety Pamphlet No. 7 (6th Edition), H.M.S.O., 1939 9d.
- Ditto. *Fencing and other Safety Precautions for Power Presses*, Safety Pamphlet No. 9 (3rd Edition), H.M.S.O., 1937 1s. 6d.
- Ditto. *Safety Precautions for Transmission Machinery in Factories*, Part II, *Belt Mounting*, Safety Pamphlet No. 12 (2nd Edition), H.M.S.O., 1929 1s. 0d.
- Ditto. *Fire Protection in Factories*, Safety Pamphlet No. 13, H.M.S.O., 1928 6d.
- Ditto. *Weight Lifting by Industrial Workers*, Safety Pamphlet No. 16 (Revised Edition), H.M.S.O., 1943 1s. 3d.
- Ditto. *Protective Clothing for Persons Employed in Factories*, Welfare Pamphlet No. 1 (3rd Edition), H.M.S.O., 1940 1s. 0d.
- Ditto. *Factory Form 101* (see Explanatory Note p. 57)
Note.—Part 8: List of Departmental Memoranda on precautions applicable to particular industries, processes, types of industrial plant, etc.
- Ditto. *Safety Hints of the Use of Wood Working Machinery*, Form 279, H.M.S.O., 1947 3d.
- Ditto. *Electrical Accidents and their Causes*, 1947, H.M.S.O., 1949 9d.
- Ditto. *Safety in Design and Operation of Gas Heated Ovens and Furnaces*, H.M.S.O., 1948 6d.
- Ditto. *Machinery Attendants' Leaflet*, Form 280, H.M.S.O., 1948 2d.
- Ditto. *Accident Prevention in Brick, Pipe and Tile Manufacture*, Safety Pamphlet No. 17, H.M.S.O., 1948

Conway Plumbe, C. *Factory Wellbeing* (see Appendix IIb)

Note.—Ch. XII, Accidents at Machinery.

Resnick, L. *Eye Hazards in Industry*, Chapman & Hall, 1943 21s. 0d.

Royal Society for the Prevention of Accidents. *The Causes of Everyday Accidents in Factories* (3rd Edition), 1941 1s. 3d.

Vernon, H. M. *Accidents and their Prevention* (see A above)

Note.—Ch. IV, Accidents in Relation to Environmental Conditions; Ch. XII, Prevention of Factory Accidents by Mechanical Means.

REFERENCES

British Institute of Management

H.M. Inspector of Factories (see Ministry of Labour)

Institute of Personnel Management (will supply list of manufacturers of protective clothing and safety equipment to Members, Associates and Service Subscribers)

Royal Society for the Prevention of Accidents

Safety, Health and Welfare Museum

C. Education : The Personal Factor : Accident Proneness

BIBLIOGRAPHY

Industrial Health Research Board. *The Personal Factor in Accidents*, Emergency Report No. 3, H.M.S.O., 1942 4d.

Royal Society for the Prevention of Accidents. *Works Safety Organization* (4th Edition), 1944 1s. 0d.

Ditto. *Safety Notice Boards and the Display of Posters*, Accident Prevention Pamphlet No. 7, 1937 1s. 0d.

Ditto. *Works Safety Committees*, Safety Organization Pamphlet No. 3 (3rd Edition), 1946 1s. 0d.

Vernon, H. M. *Accidents and their Prevention* (see A above)

Note.—Ch. II, Individual Differences in Susceptibility to Accidents; Ch. III, Accidents in Relation to Various Personal Qualities.

REFERENCES

British Institute of Management

H.M. Inspector of Factories (see Ministry of Labour)

Industrial Health Research Board

National Institute of Industrial Psychology

Royal Society for the Prevention of Accidents

D. Records and Statistics

BIBLIOGRAPHY

- Department of Labour, Australia (Industrial Welfare Division). *Industrial Accident Records: their compilation and use*, Bulletin No. 3, 1945
- Royal Society for the Prevention of Accidents. *Works Accident Statistics*, Accident Prevention Pamphlet No. 4 (3rd Edition), 1946 1s. 0d.
- Vernon, H. M. *Accidents and their Prevention* (see A above)
Note.—Ch. X, Frequency of Factory Accidents.
- International Labour Office. *Methods of Statistics of Industrial Injuries*, 1948 1s. 0d.

REFERENCES

- H.M. Inspector of Factories (see Ministry of Labour)
 Royal Society for the Prevention of Accidents

E. Administration

- Ministry of Labour. *Safety Organization in Factories*, Safety Pamphlet No. 14 (2nd Edition), H.M.S.O., 1939 3d.
- Royal Society for the Prevention of Accidents. *Works Safety Organization*, Accident Prevention Pamphlet No. 3 1s.
- Vernon, H. M. *Accidents and their Prevention* (see A above)
Note.—Ch. XI, Prevention of Factory Accidents by means of Safety Organizations.
- Lippert, F. G. *Accident Prevention Administration*, McGraw-Hill Book Company, New York \$3.00
- The Industrial Safety Manual and Directory*, Practical Press Ltd., 1949

REFERENCES

- H.M. Inspector of Factories (see Ministry of Labour)
 Royal Society for the Prevention of Accidents

APPENDIX IV
FACTORY AMENITIES

BIBLIOGRAPHY

- Ministry of Labour. *Cloakrooms, Washing Facilities, Drinking Water, and Sanitary Accommodation in Factories*, Welfare Pamphlet No. 8 (5th Edition), H.M.S.O., 1945 1s. 0d.
- Vincent, R. F. *The Industrial Housekeeping Manual*, National Foremen's Institute (U.S.A.), 1945 \$2.50
- Note.*—Contains information on organization and methods of factory cleaning (including toilets, cloakrooms, etc.) and on suitable cleaning equipment and materials.

Rowntree, B. Seebohm. *The Human Factor in Business* (see Appendix I A)

Note.—Ch. VI, Welfare Conditions, p. 126.

Industrial Welfare Society. *Works Lavatories*, 1949. 12s. 6d.

Conway Plumbe, C. *Factory Wellbeing* (see Appendix II B)

REFERENCES

British Institute of Management

H.M. Inspector of Factories (see Ministry of Labour)

Industrial Welfare Society

Institute of Personnel Management (will supply lists of manufacturers of sanitary and cloakroom equipment to Members, Associates and Service Subscribers)

Parkes Museum (see Royal Sanitary Institute)

Safety, Health and Welfare Museum (Section on Sanitary and Cloakroom Equipment, etc.)

APPENDIX V

CANTEENS

BIBLIOGRAPHY

Department of Labour, Australia (Industrial Welfare Division). *Planning Cafeterias for Australian Industry*, Part I, Manual No. 1, 1944

Note.—Primarily a manual for architects and engineers dealing with planning and equipment.

The Tea Bureau. *Tea for Workers* (Free)

Industrial Welfare Society. *Canteens in Industry* (6th Edition), 1947 4s. 6d.

Note.—Initial Planning, p. 6; Small Canteens and Mess-rooms, p. 14; Canteen Premises, p. 19; Internal Construction, p. 25; The Kitchen, p. 33; Methods of Service, p. 40; Finance, p. 44; Staff, p. 46; Food and Diet, p. 51; Works Canteens and the Law, p. 61.

Ditto, and the Tea Bureau. *Canteen Accounts*, 1943 1s. 0d.

Rolleston, Sir H., and Moncrieff, A. (Eds.). *Industrial Medicine* (see Appendix VI A)

Note.—Ch. XI, Nutritional Problems Related to Industrial Workers.

Rowntree, B. Seebohm. *The Human Factor in Business* (see Appendix I A)

Note.—Ch. VI, Welfare Conditions, p. 128.

Lacy, A. D. *The Canteen Workers' Manual*, Croft Press, Farningham, Kent 1s. 0d.

Industrial Catering Association. *Catering Quarterly* per annum 4s. 6d.

- Allam, G. E. *Canteen Accounts*, Pitmans, 1948 7s. 6d.
- Mitchell, J. D. *Successful Canteen Management*, Practical Press, 1946 6s. 0d.
- Blayney, Thomas. *Welfare in Industry* (see Appendix IIb)
Note.—Ch. XII, Industrial Catering.

REFERENCES

- The Tea Bureau
- Factory Canteen Advisers (see Ministry of Labour)
- Industrial Welfare Society
- Institute of Personnel Management (will supply lists of manufacturers of canteen equipment to Members, Associates and Service Subscribers)

APPENDIX VI

INDUSTRIAL HEALTH

A. General Bibliography

- Industrial Health Research Board. *Health Research in Industry* (Proceedings of a Conference on Industrial Health Research held at the London School of Hygiene and Tropical Medicine in September, 1944), H.M.S.O. 6d.
- Ministry of Labour. *Conference on Industrial Health, April, 1943*, Report of Proceedings, H.M.S.O. 1s. 6d.
- Royal College of Physicians, Social and Preventive Medicine Committee. *Second Interim Report, Industrial Medicine, 1945*
- Rolleston, Sir H., and Moncrieff, A. (Eds.). *Industrial Medicine*, Eyre & Spottiswoode 16s. 0d.
- Vernon, H. M. *Health in relation to Occupation*, Oxford University Press, 1939 15s. 0d.
- Ninth International Congress on Industrial Medicine, 1949*, Wright, Bristol 60s. 0d.
- Lloyd Davies, T. A. *Industrial Medicine*, J. and A. Churchill, 1948 15s. 0d.
- Blayney, Thomas. *Welfare in Industry* (see Appendix IIb)
Note.—Ch. X, Industrial Health.
- Fraser, Russell. *The Incidence of Neurosis among Factory Workers*, H.M.S.O., 1947 1s. 3d.

B. Health Services in the Factory

Industrial Welfare Society. *Health Services in Industry*, 1942 2s. 6d.

Note.—Inauguration of a Works Health Service, p. 10; Position and Duties of the Works Medical Officer, p. 18; Relations with outside Health Services, p. 24; Records, p. 27; Dental Service, p. 31; Eye Service, p. 36; Chiropody, p. 38; General Health and Working Conditions, p. 41; Prevention of Epidemics, p. 41; Examples of firms' medical schemes, p. 44; Duties of works doctor, p. 46; Examples of firms' dental schemes, p. 47; Examples of record forms, p. 49.

Ministry of Labour. *First Aid Services for Factories*, Welfare Pamphlet No. 4 (5th Edition), H.M.S.O., 1945 1s. 0d.

Ditto. *Memorandum on Medical Supervision in Factories* (Revised 1944), H.M.S.O. 2d.

Rolleston, Sir H., and Moncrieff, A. (Eds.). *Industrial Medicine* (see A above)

Note.—Ch. XVII, The Works Ambulance Room.

Rowntree, B. Seebohm. *The Human Factor in Business* (see Appendix I A)

Note.—Ch. VI, Welfare Conditions, Part III, Medical Service.

British Medical Association. *A Comprehensive Occupational Health Service*, Report of the Council, 1949

Eagger, A. A. *The Slough Industrial Health Service*, 1948 2s.

Industrial Health Research Board. *Artificial Sunlight Treatment in Industry*. A report on the result of three trials in an Office, a Factory and a Coalmine, H.M.S.O., 1946 1s. 0d.

Tarsh, J. *Healthy Industry*, Automatic Telephone and Electric Co., Ltd., 1944 2s. 0d.

Note.—Describes in detail the work of the firm's medical services and explains the health records and statistics used.

REFERENCES

Association of Industrial Medical Officers

Central Council for Health Education

Industrial Welfare Society

H.M. Medical Inspector of Factories (see Ministry of Labour)

Royal College of Nursing

APPENDIX VII

CONDITIONS OUTSIDE THE FACTORY

Housing and Billeting : Transport : Shopping : Care of Children

BIBLIOGRAPHY

- International Labour Office. *Housing and Employment*, 1948 3s. 9d.
- Browne, R. *Housing Societies*, J. M. Dent & Sons 6d.
- Ditto. *The Housing Society Movement in Great Britain*, National Federation of Housing Societies and the Co-operative Permanent Building Society, 1943 6d.
- Cadbury Bros. *Bournville Housing*, a Description of the Housing Schemes of the Bournville Village Trust and Cadbury Brothers, Ltd. 6d.
- Family Welfare Association. *The Annual Charities Register and Digest* 10s. 6d.
Note.—Section XXII, Homes for Children; XXIV, Maternity and Child Welfare.
- National Society of Children's Nurseries. *A Four Years' Plan for Children's Nurseries*, 1943 (Free)
- Ministry of Health. *Nursery Nursing*. A memorandum giving main particulars of the training of nursery students, their conditions of employment and prospects when qualified as nursery nurses (Free)
- Nurseries and Child-Minders Regulation Act, 1948, H.M.S.O. 3d.
- Labour Department of the Cotton Board. *Day Nurseries in Cotton*

REFERENCES

- District Welfare Officer (see Ministry of Labour)
- Girls' Friendly Society (Hostels)
- London Hostels Association
- National Federation of Housing Societies (houses and hostels)
- National Society of Children's Nurseries
- Y.W.C.A. (Hostels)

APPENDIX VIII

THE ECONOMIC SECURITY OF THE EMPLOYEE

A. General Bibliography

BIBLIOGRAPHY

- Beveridge, Lord. *Voluntary Action, A Report on Methods of Social Advance*, Allen & Unwin, 1948 16s. 0d.
- Ditto. *Full Employment in a Free Society*, Allen & Unwin, 1944 12s. 6d.
- Robson, W. A. (Ed.). *Social Security*, Allen & Unwin, (revised third edition), 1948 18s. 0d.
- Rowntree, B. Seebohm. *Poverty and Progress*, Longmans, 1941 15s. 0d.
- Ditto. *The Human Factor in Business*, Longmans 4s. 0d.
Note.—Ch. III, Economic Security.
- White Paper. *National Insurance Bill, 1946 : Summary of Main Provisions of the National Insurance Scheme*, Cmd. 6729, H.M.S.O. 2d.
- Hill, C., and Woodcock, J. *The National Health Service*, Christopher Johnson, 1949 16s. 0d.
- Trades Union Congress. *Guide to the Industrial Injuries Acts*, 1949 5s. 0d.
- National Insurance (Industrial Injuries) Act*, 1946, H.M.S.O. 1s. 3d.
- National Insurance Act*, 1946, H.M.S.O. 2s. 0d.
- Ball, F. N. *National Insurance and Industrial Injuries*, Thames Bank Publishing Co., 1948 50s. 0d.

B. Pensions and Co-partnership

BIBLIOGRAPHY

- Conservative Party, Advisory Committee on Policy and Political Education. *Co-Partnership To-Day*, 1946 1s. 0d.
Note.—A survey of profit-sharing and co-partnership schemes in industry.
- Industrial Co-Partnership Association. *Co-Partnership* (published every two months) per copy 6d.
- Ditto. *Co-partnership in Practice* (series of pamphlets) each 6d.
Note.—Each pamphlet outlines individual firms' schemes.

Rowntree, B. Seebohm. *The Human Factor in Business* (see A above)

Note.—Ch. III, pp. 76-84, Old Age and Death.

Stein, H. K. *On Industrial Pensions*, Journal of the Institute of Personnel Management, Vol. XXVIII, No. 286, 1946, pp. 61-66

Stewart, Bryce M., and Couper, Walter J. *Profit Sharing and Stock Ownership for Wage Earners and Executives*, Industrial Relations Counsellors Inc., New York, 1946 \$1.50

Hosking, G. A., and Lane, R. C. B. *Superannuation Schemes*, Sweet and Maxwell 35s. 0d.

Rathbone, E. *Family Allowances*, Allen & Unwin (new edition), 1949 15s. 0d.

Marples, E. *The Road to Co-Partnership*, Staples Press, 1947

REFERENCES

Association of Superannuation and Pension Funds

Industrial Co-partnership Association

Industrial Welfare Society

Institute of Personnel Management (Examples of firms' schemes can be supplied to Members, Associates and Service Subscribers)

C. Sickness Benefit and Benevolent Funds

BIBLIOGRAPHY

Industrial Welfare Society. *Employee Benefit Schemes*, 1949 3s. 0d.

Note.—Three earlier publications of the Society are brought up to date and incorporated in this new booklet. The main chapters deal with Pension and Superannuation Schemes, Group Life Insurance, Works Sickness and Benevolent Funds and Savings Schemes (both long term savings and short-term holiday funds).

Rowntree, B. Seebohm, *The Human Factor in Business* (see A above)

Note.—Ch. III, p. 72, Sickness; p. 73, Chronic Invalidity.

(See also Appendix X for references to public and voluntary agencies dealing with the relief of distress)

REFERENCES

Industrial Welfare Society

Institute of Personnel Management (Examples of firms' schemes can be supplied to Members, Associates and Service Subscribers)

**D. Contributory Hospital and Nursing Schemes :
Convalescent Homes : Savings**

BIBLIOGRAPHY

Family Welfare Association. *Annual Charities Register and Digest* 12s. 6d.

Note.—Section XVI, Convalescent Homes.

Ditto. *How to Help Cases of Distress* (revised yearly) 4s. 0d.

Note.—Hospital Savings Associations, p. 99 ; District Nursing, p. 151.

King Edward Hospital Fund for London. *Directory of Convalescent Homes* (revised edition), 1949

REFERENCES

British Hospitals Contributory Schemes Association

Industrial Welfare Society

Institute of Personnel Management (information on firms' convalescent schemes and savings banks can be supplied to members)

National Savings Committee

APPENDIX IX

SOCIAL AND RECREATIONAL FACILITIES

BIBLIOGRAPHY

Cadbury Bros., Ltd., Bournville. *The Factory and Recreation: An Account of the Recreational and Social Schemes at Bournville Works* 6d.

Grubb, D. O'C. *Youth Service Handbook*, 1945-6, Walker & Sons 6s. 0d.

Note.—A reference book of information on all aspects of recreation for young people.

Harrison, C. A. *Camps and Tours for Industrial Workers: An Account of Travel Schemes designed to assist Young Employees at Bournville Works in the further Use of Leisure*, Cadbury Bros., Ltd. 6d.

Industrial Welfare Society. *Recreation in Industry*, 1949 3s. 0d.

- National Council of Social Service, *Holidays, A Study*, Humphrey Milford, Oxford U.P., 1945 3s. 6d.
- Rowntree, B. Seebohm, *The Human Factor in Business* (see Appendix VIII A)
- Note.*—Ch. VI, Part II, Recreation.
- Ministry of Education. *Organized Camping*, Pamphlet No. 11, H.M.S.O., 1948

REFERENCES

- Arts Council of Great Britain
- British Tourist and Holidays Board
- Bureau of Current Affairs
- Central Council of Physical Recreation
- District Welfare Officer (see Ministry of Labour)
- Girls' Friendly Society (Clubs)
- Holiday Fellowship
- Industrial Welfare Society
- Institute of Personnel Management (examples of firms' recreational schemes can be supplied to Members, Associates and Service Subscribers)
- Local Education Authorities (for local public educational facilities)
- Local Youth Committee (name and address of Secretary can be obtained from the local information centre or Town Hall)
- Ministry of Agriculture (volunteer agricultural camps)
- National Association of Boys' Clubs
- National Association of Girls' Clubs and Mixed Clubs
- Workers' Educational Association
- Workers' Film Association
- Workers' Music Association
- Workers' Travel Association
- Youth Hostels Associations
- Y.M.C.A. (boys' clubs)
- Y.W.C.A. (girls' clubs)

APPENDIX X

EMPLOYEE INFORMATION AND ADVISORY SERVICES

A. The Personal Interview—a Bibliography

- Selection and Placement*, Institute of Personnel Management 1949 2s. 6d.
- Oldfield, R. C. *The Psychology of the Interview*, Methuen (third edition), 1946 6s. 0d.

Princeton University, U.S.A., Industrial Relations Section.
Employee Counselling, 1944

Roethlisberger, F. J., and Dickson, W. J. *Management and the Worker*, Harvard University Press, 1941

Note.—Part II (A Plan for the Improvement of Employee Relations), Ch. IX: Growth and Development of the Interviewing Plan; Ch. X: Practical Operation of the Plan and the Training of Supervisors in the Investigation of Complaints; Ch. XI: The Urgency and Tone of Industrial Topics.

Part III (A Conceptual Scheme for the Understanding of Employee Dissatisfaction), Ch. X: Analysis of Complaints—Fact v. Sentiment; Ch. XIII: The Interviewing Method; Ch. XIV: Complaints and Personal Equilibrium; Ch. XV: Attitudes within the Supervisory Organization; Ch. XVI: Complaints and Social Equilibrium.

Taft, Jessie. *Family Casework and Counseling—A Functional Approach*, University of Pennsylvania Press, 1948 (obtainable in Great Britain from the Oxford University Press)

21s. 6d.

B. Sources of Information concerning Public and Voluntary Social Agencies

BIBLIOGRAPHY

Family Welfare Association. *The Annual Charities Register and Digest*

10s. 6d.

Note.—A Reference book of all types of charities; includes a list of agencies dealing with social case work in the U.K.

National Council of Social Service. *Citizens Advice Notes* £2 2s. 0d.
(Supplements are supplied in order to keep the information up to date, at an annual subscription of £1 1s. 0d.)

Note.—A comprehensive loose-leaf reference book of information.

APPENDIX XI

ALPHABETICAL LIST OF RELEVANT PUBLIC AND VOLUNTARY ORGANIZATIONS AND ASSOCIATIONS

ARTS COUNCIL OF GREAT BRITAIN, 4 St. James's Square, S.W.1.
Tel.: Whitehall 9737.

Secretary General: Miss M. C. Glasgow, M.B.E.

Set up by the Treasury in agreement with the Ministry of Education and the Scottish Education Department to encourage knowledge, understanding and practice of the fine arts. The Council works, where possible, through existing organizations, but itself organizes pioneer concerts, play tours, and art exhibitions.

Enquiries concerning the facilities available for factories should be made either to the above address or to the appropriate Regional Directors. (See below.)

REGIONAL DIRECTORS.

London.

No Director. All communications to Arts Council Headquarters. Tel.: Whitehall 9737.

Greater London, Kent, Middlesex, Surrey, Sussex.

Mrs. Anne Carlisle, 4 St. James's Square, London, S.W.1. Tel.: Whitehall 9737.

Berkshire, Buckinghamshire, Dorset, Hampshire, Isle of Wight, Oxfordshire.

Miss Helen Munro, 4 St. James's Square, London, S.W.1. Tel.: Whitehall 9737.

Eastern Counties.

Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Huntingdonshire, Isle of Ely, Norfolk, Suffolk.

W. R. Fell, 2 All Saints' Passage, Cambridge. Tel.: Cambridge 3165.

Western Region.

Cornwall, Devon, Gloucestershire, Somerset, Wiltshire.

Cyril Wood, 6 King Street, Bristol, 1. Tel.: Bristol 26661/2.

Midlands.

Herefordshire, Staffordshire, Shropshire, Warwickshire, Worcestershire.

Tom Harrison, 7a Newhall Street, Birmingham. Tel.: Central 2591/2.

North and East Midlands.

Derbyshire, Leicestershire, Lincolnshire, Northamptonshire, Rutland, Nottinghamshire.

Frederic Lloyd, Westminster Bank Chambers, Angel Row, Nottingham. Tel.: Nottingham 42766.

North-Western Counties.

Cheshire, Cumberland, Lancashire, Westmorland.

J. L. Hodgkinson, 1b Cooper Street, Manchester. Tel.: Central 8021/2.

Yorkshire.

East and West Ridings.

H. D. Fayers, 65/69 Cabinet Chambers, Lower Basinghall Street, Leeds. Tel.: Leeds 26240.

Durham, Northumberland, North Riding Yorkshire.

Donald Mather, Bessy Surtees House, Sandhill, Newcastle-upon-Tyne, 1. Tel.: Newcastle 20477.

Scotland.

Director: Dr. George Firth, 29 Queen Street, Edinburgh. Tel.: Edinburgh 34635/6.

Deputy Director: Mrs. S. Shirley Fox

Wales.

Acting Regional Director: Miss Myra Owen, 29 Park Place, Cardiff. Tel.: Cardiff 5475.

North Wales Office: 1 Central Arcade, Hope Street, Wrexham. Tel.: Wrexham 3602.

ASSOCIATION OF INDUSTRIAL MEDICAL OFFICERS.

Hon. Secretary: Dr. J. A. A. Mekelburg, Peek Frean & Co., Ltd., Keetons Road, Bermondsey, S.E.16. Tel.: Bermondsey 3570.

An Association of medical men and women engaged in the practice of industrial medicine in any of its branches, formed with the object of scientific study, social intercourse and mutual help. The proceedings of the Association are published in a quarterly periodical, the *British Journal of Industrial Medicine*, which is published by the British Medical Association.

Local groups of the Association exist in London, Birmingham, Leeds, Liverpool, Manchester, Nottingham, Tees-side, South Wales and West of England, and Scotland.

ASSOCIATION OF SUPERANNUATION AND PENSIONS FUNDS.

Secretary: S. Hamilton Price, 64 Stafford Court, Kensington High Street, W.8. Tel.: Western 8447.

The Association, which is recognized by Government Departments, is representative of Pensions Funds throughout Great Britain. It is qualified to advise on all questions of Superannuation and keeps its members informed of current legislation and of other subjects affecting the administration of funds. It also gives advice to members individually.

The membership now totals approximately 1,000 and is of two classes, Ordinary and Associate. The Ordinary membership of the Association is composed of Superannuation, Pension and similar Funds, and covers the Funds attached to Municipal and Public Boards, Professional, Commercial and Industrial Companies who have Pension Funds, and this list covers practically every industry in the country. The Associate membership of the Association is composed of Companies, Firms and Individuals interested in matters relating to Superannuation and Pensions.

Enquiries to be addressed to the Secretary.

BRITISH HOSPITALS CONTRIBUTORY SCHEMES ASSOCIATION (1948), Royal London House, Queen Charlotte Street, Bristol, 1.

The national association of hospital contributory schemes for providing supplementary benefits to those obtainable under the National Insurance and National Health Service Acts. Full information obtainable from the Hon. Secretary.

BRITISH INSTITUTE OF MANAGEMENT (BIM), Management House, Hill Street, London, W.1. Tel.: Grosvenor 6000.

Chairman: Sir Charles Renold, J.P.

Director: L. O. Russell.

The Institute, established in 1947 on the advice of a committee with Sir Clive Baillieu as Chairman, is an independent body concerned solely with management practice. The main functions in summarized form are: collecting information about management practices and procedures and making such information generally available through an information service, publications, conferences and lectures; developing and promoting education and training for management, stimulating widespread interest in better management, and as a long term task developing management towards the status of a profession. Publications include *Management Abstracts* (monthly), *Management Bulletin* (bi-monthly), reports of conferences and Winter Proceedings, an Occasional Papers series and series of publications related to the following functions: Production; Marketing and Sales; Financial and Office; Personnel and Research. Categories of membership are: Corporate and individual subscribers and Founder Members.

BUREAU OF CURRENT AFFAIRS, Carnegie House, 117 Piccadilly, W.1. Tel.: Grosvenor 3901.

Director: W. E. Williams, C.B.E.

The Bureau of Current Affairs, which developed out of what used to be ABCA during the war, is now an independent organization whose prime interest is group discussion of current affairs.

The Bureau does not itself set up discussion groups, but provides a variety of services to any groups which may already be established, whether in factories, clubs, community centres, political parties or schools.

For its day-to-day activities the staff is organized in three departments concerned with Publications, Training and Information.

1. **PUBLICATIONS.** The two principal publications, both fortnightly ones, are *Map Review* and *Current Affairs*. Each issue of *Current Affairs* deals with an important topic and includes discussion notes as a guide to the group leader and also illustrations, diagrams, etc. *Map Review* (40 in. x 30 in.) treats current problems visually and is meant to be posted up on the walls of schools, clubs and factories. The *Outline* which accompanies *Current Affairs* is designed for the use of the 15 to 16-year-old age group in the Secondary Modern School, and for a similar mental age group in the Secondary Grammar School. *The Use of English* is a quarterly magazine intended to help develop an understanding of English as a subject which can give unity of purpose to all studies in schools and elsewhere. In addition, for the more serious students, a series of *Background Handbooks* have been prepared, while *Discussion*, a bi-monthly bulletin, deals with the application of the discussion method to a particular field—politics, industry or education.

2. **TRAINING.** The Bureau supplements this range of publications, which are primarily intended to be used in discussion, by running Courses in discussion method. These are of three to five days' duration, and demonstrate the various kinds and uses of discussion and include an opportunity for students to practise under supervision.

3. **INFORMATION.** An Information Service is available at Carnegie House, to which enquiries on current affairs may be made by letter or in person. A Reference Library is also available for consultation.

Any enquiries about these various services should be addressed to the Director.

CENTRAL COUNCIL FOR HEALTH EDUCATION, Tavistock House, Tavistock Square, W.C.1. Tel.: Euston 3341.

Medical Adviser and Secretary: Robert Sutherland, M.D., D.P.H.

Maintained by contributions from local authorities and deficiency grant up to a stated maximum from the Ministry of Health. Works in close co-operation with the Ministry of Education and with other Government Departments. Maintains a complete advisory service on the content and methods and publishes a comprehensive range of posters, leaflets and booklets on most aspects of health. Organizes an annual Summer School on Health Education, and *ad hoc* conferences on particular aspects of the subject.

PUBLICATIONS: *Health Education Journal* (for professional health educators), quarterly, 6s. per annum; *Nutrition Bulletin*, bi-monthly 3s. per annum; *Better Health* (for popular use), monthly 4s. per annum.

The Council maintains an Area Office in Belfast, which is in close touch with Headquarters.

CENTRAL COUNCIL OF PHYSICAL RECREATION, 6 Bedford Square, W.C.1. Tel.: Museum 0726.

General Secretary: Miss P. C. Colson, O.B.E.

Senior Technical Representative Advising on Industrial Work: Mrs. H. M. Watt.

The Council is representative of 190 national bodies including all the main youth organizations and governing bodies of games, sports and out-door activities. It receives grant-aid from the Ministry of Education, and the Scottish Education Department. Its aim is to assist all those concerned with the provision of physical recreation for the post-school population, and its staff work in close collaboration with local education authorities, voluntary organizations and industrial concerns.

The Council will give advice and information on the introduction of physical recreation activities (e.g. keep-fit classes, indoor games or dancing), cycling, camping,

rambling, the development of out-door games and sports, the organization of physical recreation rallies, demonstrations, competitions, etc., the showing of physical recreation, and health education films, and the training and appointment of physical recreation leaders, and on any other matter connected with physical recreation.

In general the Council offers the services of its staff free of charge, although out-of-pocket expenses may be requested. Enquiries from industrial firms should be made to the appropriate regional representative. (See below.)

REGIONAL REPRESENTATIVES.

Scotland.

Mrs. M. K. Brown, Miss W. Taylor, and J. Kerr Hunter, 21 St. Andrew Square, Edinburgh; Miss D. Robertson and A. C. Cromar, 9 Woodside Crescent, Glasgow.

Wales.

E. H. Prater, B.A., 18 Windsor Place, Cardiff.

Northern Ireland.

E. T. F. Spence, 45 Arthur Street, Belfast.

Co. Durham, Northumberland, North Riding of Yorkshire.

Miss E. Scott and A. L. Colbeck, M.B.E., 16 Market Place, Durham.

West and East Ridings of Yorkshire.

Miss B. Axson and F. L. Templeman, B.A., 4 Albion Street, Leeds.

Derbys., Leics., Lincs., Northants., Notts., Rutland, Soke of Peterborough.

Mrs. K. C. Latto and R. Newton, 11 and 16 Gordon House, Carrington Street, Nottingham.

Beds., Cambs., Essex, Herts., Hunts., Norfolk, East and West Suffolk.

Miss B. Salkeld and G. Richards, Association Buildings, Harpur Street, Bedford.

London, Middlesex, Kent, Surrey, East and West Sussex.

Miss R. Keeble and H. Littlewood, B.Sc., 6 Bedford Square, London, W.C.1.

Berks., Bucks., Hants., Isle of Wight, Oxon.

Miss W. M. Docking and J. Bradley, Watlington House, Reading.

Somerset, Devon, Cornwall, Dorset, Wilts., Glos.

Miss E. Clarkson and W. D. Park, B.Sc., 29 Market Street, Crewkerne.

Warwicks., Staffs., Worcs., Salop, Hereford.

Miss R. Speight and W. S. Mackenzie, 19 Calthorpe Road, Birmingham.

Lancs., Cheshire, Cumberland, Westmorland.

Miss R. Barlow and G. Cormack, c/o Education Office, Deansgate, Manchester.

ELECTRIC LAMP MANUFACTURERS' ASSOCIATION maintains a Lighting Service Bureau (2 Savoy Hill, W.C.2. Tel.: Tem. 7337).

The Bureau acts as a source of advice and information on all types of lighting problems and publishes booklets on lighting systems and standards of illumination suitable for various industries and processes.

FAMILY WELFARE ASSOCIATION: Central Office—Denison House, 296 Vauxhall Bridge Road, S.W.1. Tel.: Victoria 7334-8.

General Secretary: B. E. Astbury, O.B.E.

The general object of the Association is to give a definite aim to, and to direct into the most effective channels, the large amount of benevolent force at work in England and particularly in London. The chief work of the Association is the development of family case work, which means the individual study of the needs of the individual

family with the object of diagnosing the cause of the trouble which has led to an application for help. The Association consists of a federation of committees in the London area and is governed by a Council representative of these committees with additional members who are persons concerned with social service throughout the country; 51 provincial family case work agencies in Britain are affiliated to the Association. Apart from family case work, which is undertaken through the committees and affiliated Societies, the Family Welfare Association organizes through its Central Office, social research and the training of social case workers, and it has an Enquiry Department for the guidance of persons to whom an appeal for help has been made. The Association also issues publications on social work, in particular *The Annual Charities Register and Digest* (which includes a list of the committees and organizations dealing with social case work outside London) and *How to Help Cases of Distress*, a Year Book of information on the statutory and voluntary means of relief. Communications should be addressed to the General Secretary.

GIRLS' FRIENDLY SOCIETY, Townsend House, Greycoat Place, S.W.1.
Tel.: Victoria 3524-3525.

Secretary: Miss G. Upcott.

The Society is organized on a Diocesan basis at home and overseas and has Branches throughout the country which offer activities of all kinds. Members take a share in the management of the Branch through Members' Committees, and by a system of commendation, they are put in touch with another Branch on leaving home.

The Society organizes Club activities in the Branches, and hostels, holiday homes, and annual holiday parties in many parts of the country.

Girls join the Society at the age of 7 as Candidates; at 11 as Prentices and become full Members at the age of 13. There is a senior section in the Society for those over the age of 25 called the Townsend Members Fellowship. The G.F.S. publishes a Branch Programmes and Competition Syllabus and has a training scheme for voluntary and professional Leaders. All further information can be obtained from the above address.

HOLIDAY FELLOWSHIP, LTD., 142 Great North Way, Hendon, N.W.4.
Tel.: Hendon 3381.

General Secretary: John B. Henderson, O.B.E.

The principal aims of the Fellowship are to provide for the healthy enjoyment of leisure, to encourage love of the open air, and to promote social and international friendship through the establishment of holiday facilities in this country and abroad.

The Fellowship runs guest houses, walking tours, seaside camps, and other forms of community holiday. Facilities at home have been considerably extended, and there are comprehensive arrangements for holidays abroad. Many of the Fellowship's Guest Houses are now open throughout the year, the charges ranging from approximately 70s. to 90s. per week, according to the season and the type of Centre. Provision is made for conferences, etc.

Fellowship holidays are open to non-members as well as to members but the latter have the advantage of priority of booking and are charged 2s. 6d. per week less than non-members for accommodation. Membership is open to any person on the purchase of a £1 share (maximum holding £10). Further details about the Fellowship and its activities may be obtained from the General Secretary.

ILLUMINATING ENGINEERING SOCIETY, 32 Victoria Street, S.W.1. Tel.: Abbey 5215.

Secretary: G. F. Cole.

Membership is open to anyone interested in illumination. Firms can become Sustaining Members and appoint a representative as a Corporate Member. The

Society has Centres in the chief cities of Great Britain. Members are kept in touch with all new technical developments in illumination through meetings, visits and publications. Among the latter are included the Society's "Transactions", a monthly journal, *Light and Lighting*, and the "I.E.S. Code" of recommended values of illumination.

INDUSTRIAL CATERING ASSOCIATION, 140 Park Lane, London, W.1.
Tel.: Grosvenor 2519.

Secretary: L. W. Every.

The Association was formed in 1937 and is the recognized representative of industrial and welfare catering. The members are catering managers and manageresses employed in industrial, municipal, hospital, school, staff and institutional establishments of a non-commercial nature. The objects of the Association are to raise the standards of industrial catering generally.

Free services to members include a quarterly Journal, Advisory Service, Appointments Register, Library, guidance on management problems and food and wage regulations. Eighteen branches hold monthly meetings for educational and social purposes.

INDUSTRIAL CO-PARTNERSHIP ASSOCIATION, 36 Victoria Street, S.W.1.
Tel.: Abbey 3342/3.

Director: Brigadier H. A. Hambleton, C.B.E.

Secretary: Mrs. I. S. Ramsey.

The Association is a propaganda body engaged in the promotion of the principle of Co-partnership and Profit-sharing in industry. Its membership includes industrial companies, employers' associations, works committees, and individual supporters (including large numbers of employees in co-partnership firms), on whose subscriptions the Association entirely depends.

It welcomes as members all who are in general sympathy with its objects, and the amount of subscription is left to the individual or company desiring to join.

The Association works through conferences, monthly buffet-lunch meetings in London, lectures at Rotary Clubs, Chambers of Commerce, etc., and is ready to give advice on the introduction of schemes into all types of businesses. It has a library and publishes a journal which is sent quarterly to members.

INDUSTRIAL HEALTH RESEARCH BOARD, 38 Old Queen Street, S.W.1.
Tel.: Whitehall 4884.

Secretary: Joan Faulkner, M.B., B.S., D.P.H.

The Board is a Standing Committee of the Medical Research Council, which acts under the administrative direction of a Committee of the Privy Council. Its function is to advise and assist the Medical Research Council in promoting scientific investigations into problems of health among workers, including occupational and environmental factors in the causation of ill-health and disease, and the relation of methods and conditions of work to the functions and efficiency of body and mind; and to make known such results of these researches as are capable of useful application to practical needs.

The Board publishes reports of research findings from time to time, and will supply information in answer to inquiries from firms concerning the results of their researches in relation to the general principles to be followed in the provision and maintenance of a healthy working environment for employees.

INDUSTRIAL WELFARE SOCIETY, 48 Bryanston Square, London, W.1.
Tel.: Ambassador 2401-5.

Founder: Robert Hyde, K.B.E., M.V.O.

Director: John Marsh.

Founded in 1918, Industrial Welfare Society is an association of firms, corporations and persons concerned with industrial relations, and with working conditions beyond statutory requirements, as they affect the security, health and well-being of workers. Its Council is representative of industry.

Members enjoy a wide service of consultation and advice through personal visits of the Advisory staff and through the information service at headquarters; there is an extensive library and research is continuously undertaken on current problems; residential conferences, one-day meetings and other courses are arranged throughout the country; in addition to a bi-monthly journal and confidential bulletin, technical pamphlets and books are published frequently. Many of the Society's services are available to organizations overseas.

Enquiries to the Secretary.

INSTITUTE OF PERSONNEL MANAGEMENT, Management House, Hill Street, W.1. Tel.: Grosvenor 6000.

Director: Dr. C. H. Northcott.

Deputy Director: Miss E. B. Sharp, O.B.E.

Secretary: Miss W. A. Kilgour.

The Institute is an association of men and women employed as personnel officers in industrial and commercial undertakings.

In 1950, while retaining its independence and its specialist activities, the Institute entered into association with the British Institute of Management in order to ensure unity of action in the management field and to avoid any overlapping of activities.

The aim of the Institute is to encourage and assist the development of personnel management by making information available on the principles and practices of effective personnel management, and by undertaking research to this end; by increasing the knowledge and skill of its members through the services which it provides; by training, in collaboration with education authorities, men and women who have adopted or who wish to adopt personnel management as a career, in order to maintain a high standard of qualification among them; and by maintaining contacts with Government Departments, employers' associations, trades unions and other appropriate national organizations for the purpose of obtaining and giving information concerning personnel management.

Corporate or Graduate Membership is open to practising personnel officers possessing certain qualifications and experience.

Student Membership is open to those taking a training for personnel management which is recognized by the Institute.

Associateship is open to (a) those responsible for controlling or directing groups of employees, as for example, directors of businesses and line executives, or (b) those responsible for advising on one or another of the branches of personnel management, as for example, industrial medical officers, safety officers or training officers.

The services provided by the Institute include the organization through its Branches of regular meetings and conferences in the main industrial areas in order to facilitate the pooling of experience, the interchange of information and the provision of data on the most up-to-date methods and practices in personnel management; the publication of a bi-monthly journal and other reports and pamphlets; advisory information and library services covering all aspects of personnel management; and an appointments service.

Enquiries should be addressed to the Secretary.

INTERNATIONAL LABOUR ORGANIZATION. Headquarters: International Labour Office, Geneva. London Branch Office: 38 Parliament Street, London, S.W.1. Tel.: Whitehall 1437.

Director-General: David A. Morse.

London Director: Clifton Robbins.

The International Labour Organization was founded in 1919 and is now a Specialized Agency of the United Nations to improve labour conditions by international action, raise living standards and promote economic and social stability. Each of the sixty member countries is entitled to send two Government representatives and one each of employers and workers to its Annual Conference. The Office contains an Industrial Safety Section. Publications include a monthly journal *The International Labour Review* and *Industry and Labour* which appears twice a month.

LONDON AREA MOBILE PHYSIOTHERAPY SERVICE, 19 The Broadway, W.6.

Chairman: Lord Horder, G.C.V.O., M.D.

Joint Organizing Secretaries: Robin Gerard, M.A.(Cantab.), and Nigel Redlich.

Domiciliary physiotherapy for housefast patients unable to meet the full cost is provided by a number of voluntary organizations. In some districts the service is extended to workers who would be inconvenienced by attendance at hospital to obtain physiotherapy under National Health Service arrangements. Where no local contributory scheme and service operate, benefits can usually be obtained through the national scheme and service of L.A.M.P.S., 19 The Broadway, London, W.6. Enquiries should be addressed to the Secretary.

LONDON HOSTELS ASSOCIATION, 51 Warwick Square, S.W.1. Tel.: Victoria 1545.

Secretary and General Manager: H. Ablitt, O.B.E.

Established by the Government for the purpose of providing hostel accommodation for persons who owing to circumstances arising out of the war are in need of such accommodation. The existing housing shortage is held to be a direct outcome of the war and the hostels are continuing to operate.

Enquiries should be made to the above address. For list of hostels, see London Telephone Directory.

MINISTRY OF LABOUR AND NATIONAL SERVICE: *Head Office*—6-8 St. James's Square, S.W.1. Tel.: Whitehall 6200.

PERSONNEL MANAGEMENT ADVISORY SERVICE. The Personnel Management Advisory Service, attached to the Industrial Relations Department of the Ministry, has a staff of Personnel Management Advisers with practical experience of the work who visit factories and other industrial establishments to advise on the functions, organization and technique of personnel management. Their duties (which are purely advisory) include visiting firms which are too small to employ whole-time personnel officers and advising on the best methods of carrying out the personnel functions.

Enquiries regarding the Personnel Management Advisory Service should be addressed to the Headquarters of the Ministry of Labour and National Service at 8 St. James's Square, London, S.W.1, or the appropriate Regional Office.

FACTORY DEPARTMENT (address as above). Headquarters of the Factory Inspectorate.

H.M. Inspectors of Factories and H.M. Medical Inspectors of Factories carry out inspections in connection with the administration of the Factories Act and in

addition to their statutory duties are available to advise managements on all matters appertaining to the safety, health and welfare of workers in factory premises.

The Department's Factory Canteen Advisers give advice and guidance on the planning, layout, equipment and management of factory canteens; on the planning of suitable menus and on all matters connected with the provision of adequate meals facilities for workers within the factory. The address of the Factory Canteen Adviser for any particular district can be obtained through the Factory Inspector.

(See also SAFETY, HEALTH AND WELFARE MUSEUM, page 85.)

NATIONAL ASSOCIATION OF BOYS' CLUBS, 17 Bedford Square, W.C.1.
Tel.: Museum 5357-9.

General Secretary: R. E. Goodwin.

Assistant General Secretary: G. B. Bradney.

The Association is a community of clubs for working boys between the ages of 14 and 18. Its aim is to assist, through the formation of County Associations or Councils, the development of new clubs, and to help existing clubs to increase their efficiency.

The Association endeavours to achieve this aim in the following ways ; (a) by accumulating and diffusing knowledge concerning the technique, problems and methods of boys' club work; (b) by placing at the disposal of clubs the services of trained organizers who advise on club management and of professional experts who advise on activities such as drama, art and handicraft, etc. ; (c) by providing for clubs such facilities as an insurance scheme, the loan or sale at favourable prices of first-rate pictures ; (d) by providing various other services including the advice of a Medical Officer.

Training courses both for club leaders, helpers and senior boys play an important part in the work of the Association. There is a permanent training centre for adult leaders at St. Pierre, Chepstow, and for the training of senior boys at Ford Castle, Berwick-on-Tweed; a centre for the encouragement of music and the arts has been opened at Baker's Cross, Cranbrook, Kent. A national camping and training centre has recently been established at Nash Court, near Ludlow, Shropshire. It is open throughout the year and may also be used by other organizations.

The Association also undertakes educational research, investigates possibilities of future development and publishes pamphlets on all aspects of club management and activities.

Clubs conducted in accordance with the principles of the Association may be affiliated to it, and thus become entitled to use its services. The annual fee for affiliation is 5s. Further information including details of training courses and area organizations responsible for boys' club work throughout the country, can be obtained on application to the General Secretary.

NATIONAL ASSOCIATION OF GIRLS' CLUBS AND MIXED CLUBS, 30-32
Devonshire Street, W.1. Tel.: Welbeck 2941-3.

Organizing Secretary: Miss H. Harford.

An Association of affiliated clubs for girls and boys, the majority of whom are between the ages of 14 and 20. The general aim of the Association is to help girls and boys through leisure-time activities so to develop their physical, mental and spiritual capacities that they may grow to full maturity as individuals and members of society.

The Association works through Scottish, Welsh and Northern Irish divisions and local associations in England.

A local association affiliates clubs in the area it serves, its purpose being to strengthen existing clubs; to promote new clubs; to undertake such experiments as

may be necessary; to enable individual leaders or members to become part of the national body; to encourage co-operation with other voluntary organizations, the youth departments of the churches, and the Education Authority.

To affiliate to a local association, a club must qualify by fulfilling certain standards of affiliation. The local association provides opportunities for club leaders and members to meet for discussion; a club advice bureau; inter-club activities and training for club work. Leaders' and members' Councils are arranged.

The national bi-monthly magazine is *Club Leaders' Notes*, edited by Dr. Macalister Brew. The Association publishes a wide range of leaflets and books on club work. There is also a Craft Shop, and costumes, display material, visual aids, film strips are available on hire.

Fuller information is obtainable from the Organizing Secretary.

NATIONAL COUNCIL OF SOCIAL SERVICE, 26 Bedford Square, W.C.2.
Tel.: Museum 8944.

General Secretary: G. E. Haynes, C.B.E.

The central voluntary agency for the co-ordination and promotion of social services. Represented on the Council are the principal voluntary organizations and also statutory authorities. Its aims are to develop co-operation among voluntary social agencies and between them and the statutory authorities; to provide a clearing house of information on the social services; to carry out research on problems in social work; to encourage international co-operation in social service work; to promote, and if necessary to undertake, experiments in social service; to provide a headquarters for and advise on the administration of, grants-in-aid from Government Departments and charitable trusts.

The Council provides the secretariat of various consultative groups including: Standing Conference of Voluntary Organizations, Women's Group on Public Welfare, Central Churches Group, Standing Conference of National Voluntary Youth Organizations, National Old People's Welfare Committee, National Federation of Community Associations.

The Council was responsible for establishing and provides the secretariat for the National Association of Parish Councils.

Services undertaken by the Council include: development of social and cultural activities through local organizations, e.g. Village Halls, Community Centres, Neighbourhood Groups; Citizens' Advice Bureaux; publication of Citizens' Advice Notes.

The Council is represented by 13 senior officers stationed in the main population centres of Great Britain.

Wales.

Wales and Monmouthshire Council for Social Service. *Director:* W. J. Williams, LL.D., 2 Cathedral Road, Cardiff. Tel.: Cardiff 905.

South.

Bucks., Berks., Dorset, Hants., Isle of Wight. R. Cottam, O.B.E., The National Council of Social Service, Watlington House, Reading, Berks. Tel.: Reading 2680.

South-West.

Glos., Somerset, Wilts., Devonshire, Cornwall. R. Cottam, O.B.E., The National Council of Social Service, 4 Berkeley Square, Bristol, 8. Tel.: Bristol 26429.

Midlands.

Derby, Notts., Lincs., Leics., Northants., Salop, Hereford, Worcs., Warwicks., Oxon., Rutland, Soke of Peterborough. E. J. Nicol, The National Council of Social Service, 19 Calthorpe Road, Edgbaston, Birmingham, 15. Tel.: Edgbaston 3681.

East.

Cambs., Isle of Ely, Hunts., Beds., Herts., Norfolk, Suffolk, Essex. E. C. Studdert Holmes, O.B.E., The National Council of Social Service, Cambridgeshire House, 7 Hills Road, Cambridge. Tel.: Cambridge 56322.

North-East.

Yorkshire. Percy Williams, The National Council of Social Service, 7-9 Mount Preston, Leeds, 2. Tel.: Leeds 31891.

North-West.

Westmorland and Cumberland. C. E. Marwood, The National Council of Social Service, 54a Castlegate, Penrith, Cumberland. Tel.: Penrith 2370.

Lancashire and Cheshire. Community Council of Lancashire. *Secretary:* A. M. Watson, Selne House, Manchester, 14. Tel.: Rusholme 3366.

South-East.

Kent, Surrey, Sussex. Sussex Rural Community Council. *Director:* Major G. H. Powell-Edwards, M.C., Old Bank House, Lewes, Sussex. Tel.: Lewes 152.

London.

Greater London. London Council of Social Service. *Secretary:* Sir Herbert Thompson, C.I.E., 7 Bayley Street, London, W.C.1. Tel.: Museum 4864.

North.

Durham and Tees-side. Community Service Council for Durham County. *Director:* J. B. Twemlow, M.B.E., Hallgarth House, Hallgarth Street, Durham City. Tel.: Durham 755.

Northumberland and Tyneside. Co-operating Agency. Northumberland and Tyneside Council of Social Service. *Director:* H. A. Coates, 17 Ellison Place, Newcastle-upon-Tyne, 1. Tel.: Newcastle-upon-Tyne 21266.

Scotland.

Scottish Council of Social Service. *Secretary:* A. M. Struthers, O.B.E., 10 Alva Street, Edinburgh, 2. Tel.: Edinburgh 31852.

NATIONAL FEDERATION OF HOUSING SOCIETIES, 13 Suffolk Street, S.W.1.
Tel.: Whitehall 2881-3.

Secretary: Miss M. E. Merrylees, M.A.

Assistant Secretary: R. E. Laycock.

The Federation is recognized as provided for by Section 96 of the Housing Act, 1936. Its main object is to promote the formation of Housing Societies, to service existing Housing Societies and to represent their interests to the Ministry of Health. A Housing Society which can be formed by persons, firms, or national and other constitutional organizations, is a society, body of trustees, or a company established for the purpose of constructing, improving or managing houses and providing any associated amenities. By constitution, a Housing Society does not trade for commercial profit and its rules limit the payment of any dividend or interest on capital to the rate prescribed for the time being by the Treasury; it may be assisted with finance under the present Housing Acts. There are now 54 Housing Societies promoted by industrial concerns which are affiliated to the Federation, and the number is steadily increasing.

Industrial firms, or groups of employees wishing to form a Society in order to provide housing or hostel accommodation for employees can obtain all the necessary information, technical advice and practical help from the Federation.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY, 14 Welbeck Street, W.1.
Tel.: Welbeck 1144.

Director: C. B. Frisby, Ph.D., B.Com.

A non-profit making scientific association for applying and promoting the development of the sciences of psychology and physiology in occupational life. It is governed by a Council elected by members.

The Institute is concerned with all matters affecting the human factor at work and its main activities, which include both research and practical advisory work, cover (a) vocational guidance and selection by psychological methods; (b) study of the physical aspects of working conditions in relation to human needs and limitations with a view to making improvements in such matters as lighting, heating, ventilation, layout and methods of work, in order to increase the comfort and efficiency of the worker; (c) study of the psychological aspects of the worker's environment in order to discover the causes of, and suggest remedies for, unsatisfactory group relations, lack of incentive, and poor morale; (d) improvement of methods of training for all grades of industrial work; (e) educational and propaganda work through training courses in industrial and vocational psychology, lectures and conferences, and the issue of publications.

The Institute undertakes investigations and advisory work for industrial and commercial firms on a fees basis. Corporate membership of the Institute is open to any corporate body, and entitles the member to receive copies of the Institute's quarterly and bi-monthly journals, to send representatives to conferences, lectures and other functions organized by the Institute, and to a reduction in the fees for attendance of its staff at training courses. Individual membership, which does not denote professional competence in occupational psychology, is open to any responsible person interested in the Institute's work. It entitles the member to receipt of the bi-monthly journal, the use of the reference and lending library, and attendance at conferences, lectures and other functions, either without charge or at a reduced fee.

Enquiries should be addressed to the Director.

NATIONAL SAVINGS COMMITTEE.

Headquarters: 38 Hyde Park Gate, S.W.7. Tel.: Western 8161.

Chairman: Sir Harold Mackintosh, Bart., D.L.

Secretary: E. C. H. Jones, O.B.E.

The National Savings Movement was inaugurated in 1916 by the Government of the day to raise funds to help in the prosecution of the First World War by means of small investments out of current income.

During the inter-war years the Movement continued to encourage personal thrift by maintaining as many as possible of the Savings Groups, formed during the war, in schools, social organizations, and places of employment.

When the Second World War began, the Movement again took up the task of organizing the War Savings Campaign with the result that, by the end of the Campaign, a total of £m.3,677 had been raised in small savings alone.

On the termination of hostilities, the National Savings Movement was asked to continue its work both as a means of raising funds to assist the country in the difficult stage of transition to a peacetime economy and for the purpose of educating the community in the virtues of thrift and the wise use of income. The Movement, through its Regional Staff and Local Savings Committees, co-operates with firms in the introduction and development of Savings Groups through which employees may make regular investments, mainly in National Savings Certificates or Savings Bank deposits.

Enquiries should be addressed to the appropriate Regional Commissioner:

North-Western.

T. L. Butler, M.B.E., Commissioner for National Savings, 300 Corn Exchange Buildings, Cathedral Street, Manchester, 4. Tel.: Deansgate 5276-7-8-9-80.

Northern.

D. A. Worgan, Commissioner for National Savings, 47 Pilgrim Street, Newcastle-upon-Tyne, 1. Tel.: Newcastle 26517-8-9.

North-Eastern.

Lt.-Col. R. H. Dowler, O.B.E.,
Commissioner for National Savings,
Bow Chambers, 15 Greek
Street, Leeds, 1. Tel.: Leeds
32321.

Eastern.

J. P. Bown, Commissioner for
National Savings, Block D,
Government Buildings, Brook-
lands Avenue, Cambridge. Tel.:
Cambridge 55451-2.

East Midland.

H. B. Dakin, M.B.E., Commissioner
for National Savings, Block 7,
Government Buildings, Chalfont
Drive, Western Boulevard, Not-
tingham. Tel.: Nottingham
77711.

West Midland.

H. Houston, Commissioner for
National Savings, King Edward
Street, 135a New Street, Birming-
ham, 2. Tel.: Midland Birming-
ham 6661.

South-Eastern.

E. L. Bowley, Commissioner for
National Savings, 209 Addis-
combe Road, Croydon. Tel.:
Addiscombe 3365.

Southern.

H. Lewis, M.B.E., Commissioner
for National Savings, 33 Upper
Redlands Road, Reading, Berks.
Tel.: Reading 61475.

South-Western.

E. H. Harwood, M.B.E., Com-
missioner for National Savings,
116 Pembroke Road, Bristol, 8.
Tel.: Bristol 37021/3.

London.

G. G. L. Cruickshank, M.B.E.,
Commissioner for National Sav-
ings, Broadway Court, Broadway,
S.W.1. Tel.: Abbey 1084-5-6.

North Wales.

Captain J. A. Hamer Harries,
Commissioner for National Sav-
ings, Old Municipal Buildings,
Conway, Caernarvonshire. Tel.:
Conway 3261.

South Wales.

G. R. Latham, Commissioner for
National Savings, 6 Park Place,
Cardiff. Tel.: Cardiff 1273.

NATIONAL SOCIETY OF CHILDREN'S NURSERIES, 45 Russell Square, W.C.1.

Hon. Secretary: Mrs. F. V. Enthoven, M.B.E.

The Society encourages the setting up of day and residential nurseries where needed and urges retention of existing nurseries when necessary. The Society aims to further the interests of all concerned in nursery work; to serve as an information centre on nursery affairs and to give technical advice on request; to supply staff for families, nurseries and children's homes through the Society's Child Welfare Workers' Employment Bureau. The Society publishes monthly *The Nursery Journal* which gives reports and articles of value and interest to all concerned in nursery provision.

The training and examination of nursery nurses which, until May, 1946, was carried out by the Society, has been taken over by the Ministries of Health and Education.

Income is derived from membership subscriptions, donations, affiliation fees, Bureau fees and sale of publications.

Enquiries should be addressed to the Honorary Secretary.

REST BREAKS FOR INDUSTRIAL WORKERS (Under the auspices of the National Association of Girls' Clubs and Mixed Clubs).

Organizing Secretary: Miss B. P. Turton, 10 Park Street, Bristol, 1.
Tel.: Bristol 25397.

A number of Rest Break Houses to serve various industrial areas of Great Britain were opened during the war under the auspices of the National Association of Girls' Clubs and Mixed Clubs as a preventive measure to avoid illness and breakdown for industrial workers suffering from the effects of accumulated fatigue.

There are now (in 1950) only two houses open, at St. Anne's-on-Sea and at Weston-super-Mare and these are administered independently of each other.

St. Anne's-on-Sea Rest Break House is open to industrial workers only, both men and women, and enquiries should be addressed to The Warden, "Estcourt", St. Anne's-on-Sea, Lancashire. Tel.: St. Anne's 1113.

The Rest Break House at Weston-super-Mare, which is under the auspices of the Bristol Association of Girls' Clubs is open to women only, including housewives, and enquiries should be addressed to the Warden, 61 South Road, Weston-super-Mare. Tel.: Weston 3223.

The Scheme is run primarily, however, for the benefit of industrial workers, any of whom are eligible on the recommendation of a factory or panel doctor, factory personnel officer or employer, and the interest and support of personnel officers is urgently needed if these remaining houses are to be kept open and used to the best advantage.

ROYAL COLLEGE OF NURSING, 1a Henrietta Place, Cavendish Square, London, W.1. Tel.: Langham 2646.

General Secretary: Miss F. G. Goodall, O.B.E., S.R.N.

Industrial Nursing Organizer: Miss C. Mann, S.R.N., S.C.M.

The Royal College, which has a membership of over 46,000 State registered nurses, is a professional and educational body, with activities covering a wide field. It is particularly interested in schemes for maintaining the health of the worker and its activities include an industrial advisory service, which is increasingly used by nurses and industrial firms; a library service of up-to-date professional publications; and the initiation and arrangements of training and refresher courses for industrial nurses in London and throughout the country (bursaries and scholarships are available for these courses).

Recommendations regarding ethical relationships, duties, responsibilities and salaries for State registered nurses employed in industry have been drawn up, and are obtainable on request (price 6d.). When desired, assistance is given to employers with nursing staff matters; layout and equipment of industrial health departments; and to nurses seeking advice on industrial nursing matters.

ROYAL SANITARY INSTITUTE, 90 Buckingham Palace Road, S.W.1. Tel.: Sloane 5134.

Secretary: J. W. Dudley Robinson, M.Sc., Ph.D.

Object: to promote the advancement of sanitary science in all or any of its branches, and the diffusion of knowledge relating thereto. The Institute holds examinations on all subjects related to sanitary science, including an examination in *Nutrition in relation to Catering and Cooking*, suitable for industrial canteen supervisors. Details of this examination and a list of courses of study approved as a preparation for the examination are obtainable from the Institute.

The Parkes Museum, which is maintained by the Institute, includes among its exhibits, examples of sanitary equipment suitable for industrial use. (Open week-days.)

ROYAL SOCIETY FOR THE PREVENTION OF ACCIDENTS, Terminal House,
Grosvenor Gardens, S.W.1. Tel.: Sloane 2246.

Director-General: Lieut.-Colonel J. A. A. Pickard, C.B.E., D.S.O.

Secretary: Miss Helen Sutherland, F.Comm. A.

The Society provides an accident prevention service to industrial concerns on a membership basis which covers advice and information on any problem of accident prevention, and the receipt of posters and publications issued by the Society.

Publications include a quarterly journal, *The British Journal of Industrial Safety*, an *Accident Prevention Bulletin* published monthly, and a series of pamphlets.

Enquiries should be addressed to the Industrial Safety Division.

SAFETY, HEALTH AND WELFARE MUSEUM (formerly Home Office Industrial Museum (Ministry of Labour and National Service)), Horseferry Road, Westminster, S.W.1. Tel.: Victoria 3688.

Inspector in Charge: E. W. Murray, A.M.I.E.E., M.J.I.E., F.I.E.S.

A permanent exhibition of methods, arrangements, and appliances for promoting the safety, health and welfare of industrial workers. The Museum is open Monday to Saturday, 10 a.m. to 4 p.m. (admission free). Persons under 18 are not admitted except in parties for instructional purposes. An Outline guide to the exhibits is published by H.M. Stationery Office, price 9d.

SCOTTISH YOUTH HOSTELS ASSOCIATION.

See Youth Hostels Associations.

THE TEA BUREAU, The Tea Centre, 22 Regent Street, S.W.1. Tel.: Whitehall 8632.

Commissioner: R. L. Barnes.

Carries out in the United Kingdom the policy of the International Tea Market Expansion Board, Ltd. and has a permanent headquarters and exhibition at the Tea Centre. The Bureau's activities include:

1. *An Industrial Tea Advisory Department*, which assists, without charge, industrial and commercial concerns in the establishment and improvement of tea services. A personal investigation is made of every request for guidance received and recommendations are sent giving details of equipment required, plans of buildings or alterations, schedules of staff and estimated budgets. Assistance is also provided in operating new schemes in their initial stages.

2. *Training Department*. Gives lectures and film shows at the Tea Centre and elsewhere to students and trainees on all aspects of tea. A special syllabus covers the requirements of catering staff specializing in the service of tea.

3. *Equipment Department* maintains contact with all equipment manufacturers in this country and overseas to make available to them its practical experience to improve design.

4. *Publications Department*, by means of a wide variety of technical publications on tea and allied subjects, circulates the Bureau's knowledge and experience to the widest possible public.

WORKERS' EDUCATIONAL ASSOCIATION, 38a St. George's Drive, S.W.1.
Tel.: Victoria 5715-6.

General Secretary: Ernest Green, M.A., J.P.

Education Officer: H. Edmund Poole, M.A.

The W.E.A. is a workers' movement, non-party political, and unsectarian. It is recognized by the Ministry of Education as a responsible body for the administration of adult classes.

There are more than 900 local W.E.A. Branches, each composed of individual members, and working class and educational bodies. It is the business of the Branch to organize the classes and also short courses of lectures, study circles, wireless discussion groups, single lectures, weekend and day schools, educational conferences, and social gatherings, and to conduct propaganda for the creation of wider educational opportunities for all. Membership is open to any person; minimum subscription 5s. per annum.

Enquiries regarding W.E.A. activities in any particular locality should be made to the appropriate District Secretary (see below).

DISTRICT SECRETARIES.

Eastern.

F. M. Jacques, 7 Hills Road, Cambridge.

Northern.

C. H. Hocking, 51 Grainger Street, Newcastle-on-Tyne 1.

South-Eastern.

E. F. Bellchambers, 6 New Road, Chatham.

West Lancs. and Cheshire.

F. Garstang, 62 Hope Street, Liverpool 1.

London.

W. Lowth, 28 Woburn Square, London, W.C.1.

East Midlands.

J. T. Rhodes, 14 Shakespeare Street, Nottingham.

West Midlands.

E. J. Studd, The University, Edmund Street, Birmingham, 3.

Southern.

J. H. Matthews, M.A., J.P., 1 Cranbury Terrace, Southampton.

Berks., Bucks. and Oxon.

M. Lower, Rewley House, Wellington Square, Oxford.

North Staffs.

E. Tams, W.E.A., 2 Broad Street, Hanley, Staffs.

Western.

P. L. C. Fryd, 91 Redland Road, Redland, Bristol, 6.

North-Western.

E. A. Kirman, 423 Oxford Road, Manchester, 13.

South-Western.

J. G. Trevena, Halwell House, Glanville Street, Plymouth.

Yorkshire (North).

G. F. Sedgwick, Blenheim Institute, Blackman Lane, Leeds 2.

Yorkshire (South).

E. Fisher, Campo Chambers, 26 Campo Lane, Sheffield 1.

North Wales.

C. E. Thomas, W.E.A. District Office, 33 College Road, Bangor.

South Wales.

D. T. Guy, 52 Charles Street, Cardiff.

Scotland.

The Secretary, 177 Hill Street, Charing Cross, Glasgow, C.3.

Northern Ireland.

W. McCullough, Belfast Education Department Building (Room 22), 92 Chichester Street, Belfast.

WORKERS' MUSIC ASSOCIATION, LTD., 17 Bishops Bridge Road, W.2.
Tel.: Paddington 8670.

President: Alan Bush.

General Secretary: Will Sahnnow.

National Organizer: Charles Ringrose.

The Association, now a Co-operative Society, was founded in 1936 to co-ordinate the musical activities of working class organizations and provide for this purpose the necessary musical material and professional resources.

It acts as a clearing house for information about the music of this and other countries and as a centre where all amateur musical organizations may exchange information and receive help and guidance. Day and week-end schools arranged.

The Association has its own choir and orchestra and seeks collaboration with other musical organizations of all kinds: choirs, orchestras, bands, rhythm clubs, dance bands, gramophone societies, youth clubs, educational and cultural authorities, etc. It publishes music and text books written in a popular style to advance musical education, and organizes lectures, educational classes, concerts, recitals and musical festivals.

Membership is open to individuals (who are encouraged to join local branches now in process of formation) and to all types of workers' musical societies, choirs, orchestras, etc. Further particulars are obtainable from the General Secretary.

WORKERS' TRAVEL ASSOCIATION, LTD., Eccleston Court, Gillingham Street, London, S.W.1. Tel.: Victoria 6688.

Offices for enquiries: London: Eccleston Court, Gillingham Street; 49 Cannon Street, E.C.4. Tel.: City 6794-5. Glasgow: 568 Sauchiehall Street. Tel.: Douglas 3521-2. Manchester: 10-12 Cateaton Street. Tel.: Blackfriars 8315-16.

Agents in most provincial towns.

Provides facilities for all, individually or collectively, to travel, and for holidays at home or abroad, by land, sea, or air. The Association is an information bureau on all matters relating to holiday facilities and maintains guest houses, hotels, camps, holiday centres, etc. Shareholding membership is open to any person aged 16 or over, or any Society, Company or Corporation (minimum: £1 share). Provision of facilities for holidays abroad are now on a wider field, and interesting holidays in any part of the United Kingdom, or on the Continent, can be arranged through the Association.

YOUTH HOSTELS ASSOCIATION (ENGLAND AND WALES)

National Office: Welwyn Garden City, Herts. Tel.: Welwyn Garden 1066.

National Secretary: E. St. J. Catchpool.

The Y.H.A. was founded to help all, especially young people of limited means, to a greater knowledge, love and care of the countryside, particularly by providing hostels or other simple accommodation for them in their travels.

In pursuance of these aims over 200,000 members have been enrolled annually, and some 300 youth hostels have been established throughout England and Wales, offering simple accommodation for members at 1s. 6d. a night (reduced to 9d. for members under 16). Facilities for members to cook their own food are provided, and at most hostels meals are also served at reasonable prices.

Membership is open to all over 5 years of age, but members under 14 are subject to certain restrictions. The hostels may also be used by schoolchildren, youth club members, and similar juvenile parties who need not be members of the Association provided they are in the care of leaders who are members. Full details of these are given in the booklet *Youth Hostels for Health and Education*.

Full information and a list of hostels is given in the Y.H.A. National Handbook, published annually (7d. post free). The official magazines are *The Rucksack*, published in alternate months, and the four-page news "Y.H.A. Bulletin" which is published in the intervening months. (Combined postal subscription 2s. per annum.)

Y.M.C.A. (Young Men's Christian Association), 112 Great Russell Street, W.C.1. Tel.: Museum 8954.

General Secretary: Z. F. Willis, C.B.E., M.A.

There are several hundred local Y.M.C.A.s in the British Isles. The majority of them cater for youth from the age of 14 years upwards, although some commence with boys of 11 years, and most seek to achieve their aim through the provision of premises in which in addition to lounge, reading room, library, rooms for lectures and recreation, chapel or quiet room and gymnasium, there is organized a four-fold programme of activities: religious, educational, social and physical. Connected with many of these premises there are athletic grounds for outdoor games and recreation.

A large degree of self-government is maintained in all Y.M.C.A. work both with youth aged 14-20 and with those over 20. Full particulars regarding local centres can be obtained from the following Y.M.C.A. Regional and Divisional Secretaries:

Aldershot and Southern Command.

H. Lyne, Y.M.C.A. Area Office,
Amesbury, Wilts. Tel.: Amesbury 2226.

Eastern Counties Division.

Cambridge, Essex, Norfolk, Suffolk.
E. Lloyd, Y.M.C.A. Divisional Office, 1 Park Road, Ipswich.
Tel.: Ipswich 51062/3.

Home Counties Division.

Berkshire, Buckinghamshire, Hertfordshire and Oxfordshire.
R. Consterdine, Y.M.C.A. Divisional Office, 22 Oxford Street Chambers, Reading, Berks. Tel.: Reading 60590.

Kent.

Kent. T. P. Gray, Y.M.C.A. Divisional Office, Church Institute and Y.M.C.A., Union Street, Maidstone. Tel.: Maidstone 3469.

London Metropolitan Division.

D. G. Gunn, Y.M.C.A. Divisional Office, 37 Bedford Square, W.C.1. Tel.: Museum 3742.

Midland Region.

Herefordshire, Shropshire, Staffordshire, Warwickshire, Worcestershire, Bedfordshire, Northamptonshire. R. Eady, Y.M.C.A. Divisional Office, 101 Gough Road, Edgbaston, Birmingham, 15. Tel.: Calthorpe 3268/9.

North-Eastern Division.

Northumberland and Durham.
W. G. L. Meakin, Y.M.C.A. Divisional Office, 133 Osborne Road, Newcastle-upon-Tyne, 2. Tel.: Jesmond 2182/3.

North Midland Region.

Derbyshire, Lincolnshire, Nottinghamshire, Leicestershire, Rutland.
E. M. Brown, Y.M.C.A. Regional Office, Westminster Buildings, Upper Parliament Street, Nottingham. Tel.: Nottingham 3953 and 42216.

North-Western Region.

Lancashire, Cheshire, Cumberland, Westmorland. H. G. Gerrard (Regional Secretary), Y.M.C.A. Regional Office, 83 Bridge Street, Manchester, 3. Tel.: Deansgate 2156/7.

North-Western Division.

Cumberland and Westmorland. A. J. Francis, Y.M.C.A. Divisional Office, 13 Aynam Road, Kendal, Westmorland. Tel.: Kendal 74.

Southern Region.

Sussex, Surrey, Hampshire, Dorsetshire, Isle of Wight, Channel Isles. H. Harding Norton, Y.M.C.A. Regional Office, 5a New Road, Brighton. Tel.: Brighton 7041/3.

Western and South-Western Region.

Gloucestershire, Somersetshire, Wiltshire, Devonshire, Cornwall. E. E. Wickens, Y.M.C.A. Divisional Office, 20 Orchard Street, Bristol, 1. Tel.: Bristol 25818.

Yorkshire Division.

Yorkshire. H. L. Wickens, Y.M.C.A. Divisional Office, 35 Albion Place, Leeds, 1. Tel.: Leeds 29226.

Ireland.

C. Cassels, Y.M.C.A. National Office, 22 Howard Street, Belfast N. Ireland. Tel.: Belfast 20830.

Wales.

W. J. Pate, Y.M.C.A. National Office, 53 Park Place, Cardiff. Tel.: Cardiff 645/6.

Scottish National Council of Y.M.C.A.s.

General Secretary: Kay Dickson
National Council of Y.M.C.A.
10 Palmerston Place, Edinburgh, 12. Tel.: Edinburgh 33541.

Y.W.C.A. (Young Women's Christian Association of Great Britain)
National Offices—Central Building (4th Floor), Great Russell Street, W.C.1. Tel.: Museum 3111-7.

National General Secretary: Miss Ruth Walder.

Maintains hostels and club centres for women and girls throughout England, Wales and Scotland. Enquiries about facilities in any particular area should be made to the appropriate Divisional Office where a complete list of existing hostels and clubs can be obtained.

DIVISIONAL OFFICES.

Eastern.

c/o Y.M.C.A., 43 Fonnereau Road, Ipswich.

London.

Y.M.C.A. Central Building (4th Floor), Great Russell Street, London, W.C.1.

East Midland.

89 London Road, Leicester.

West Midland.

5 Lloyds Bank Chambers, New Street, Birmingham.

Northern.

8 Duke Street, Bradford, Yorks.

North-Eastern.

95 Pilgrim Street, Newcastle-on-Tyne.

North-West.

Gaddum House, 16/18 Queen Street, Deansgate, Manchester, 2.

Scottish Council.

7 Charlotte Street, Edinburgh.

Southern.

42 Bloomsbury Street, London, W.C.1.

Welsh.

31 High Street, Bangor, North Wales.

Western.

19 Mary Street, Taunton, Somers.